



DRAKENSTEIN

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

Draft Five-Year Integrated Development Plan (IDP)

2020/25

An amendment of the second reviewed 2019/2020 IDP

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A city of excellence

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GLOSSARY OF ACRONYMS

AC:	Audit Committee	LTO:	Local Tourism Organisation
ACDP:	African Christian Democratic Party	MAYCO:	Executive Mayoral Committee
AFS:	Annual Financial Statement	MERO:	Municipal Economic Review & Outlook
AG:	Auditor-General	MPAC:	Municipal Public Accounts Committee
AIDS:	Acquired Immune Deficiency Syndrome	MFMA:	Municipal Finance Management Act
ANC:	African National Congress	MTSF:	Medium Term Strategic Framework
ART:	Anti-Retroviral Treatment	NDP:	National Development Plan
CAPEX:	Capital Expenditure	NKPA:	National Key Performance Area
CBD:	Central Business District	NPA:	National Prosecuting Authority
CBP:	Community Based Planning	NPP:	National People's Party
CJC:	Criminal Justice System	NSDP:	National Spatial Development Framework
CRP:	Current Replacement Cost	OPEX:	Operational Expenditure
COGTA:	Cooperative Governance and Traditional Affairs	PAC:	Performance Audit Committee
COPE:	Congress of the People	PDM:	People's Democratic Movement
CWDM:	Cape Winelands District Municipality	PGWC:	Provincial Government of the Western Cape
DA:	Democratic Alliance	PHC:	Primary Health Care
DCF:	District Coordinating Forum	PMS:	Performance Management System
DM:	Drakenstein Municipality	PR:	Party Representative
ECD:	Early Childhood Development	PSO:	Provincial Strategic Objective
EPWP:	Expanded Public Works Programme	SAPS:	South African Police Services
GPRS:	General Packet Radio Service	SCM:	Supply Chain Management
HDI:	Historically Disadvantaged Individuals	SDBIP:	Service Delivery and Budget Implementation Plan
HIV:	Human Immuno-deficiency Virus	SIHSP:	Sustainable Integrated Human Settlement Plan
ICT:	Information and Communication Technology	SMME:	Small Medium & Micro Enterprise
IDP:	Integrated Development Plan	STATSSA:	Statistics South Africa
LED:	Local Economic Development	TB:	Tuberculosis
IGR:	Inter-Governmental Relations	WC-PGDS:	Western Cape Provincial Growth & Development Strategy
IHSP:	Integrated Human Settlements Plan	WDP:	Ward Development Plan
IT:	Information Technology	WSDP:	Water Services Development Plan
JPI:	Joint Planning Initiative	WC:	Ward Committee
KFA:	Key Focus Area		
KPA:	Key Performance Area		
KPI:	Key Performance Indicator		
LED:	Local Economic Development		
LG-MTEC:	Local Government Medium Term Expenditure Committee		

FOREWORD BY THE EXECUTIVE MAYOR

The Integrated Development Plan (IDP) is a strategic development plan reviewed annually to guide all development planning in a municipal area. It also informs municipal budgeting and resource allocation as prescribed by the Municipal Systems Act .

This document represents the amendment of the second (2nd) Review of our Fourth Generation IDP for the 2017-2022 period to be aligned with the MUunicipaity's new five year Spatial Development Framework (SDF). To complement the IDP 2017-2022, Drakenstein Municipality went beyond the legislative five year period (2017-2022) and deliberately adopted "Vision 2032".



This is a strategic matrix designed to plan beyond, to negotiate a legacy for which this Council can account for and one everyone can be proud of. This fourth generation IDP will act as the launching pad which will put into motion enhanced service delivery with an emphasis on unlocking economic opportunities and investment in our area.

As the Executive Mayor of the Drakenstein Municipality, I am proud to be associated with Vision 2032. It is my firm believe that this strategic intent will deliver much needed jobs, housing, improved physical and economic infrastructure as well as addressing service delivery backlogs.

With a renewed sense of urgency, focus and energy this Council will ensure that the needs of the Drakenstein Community and its challenges are being addressed at an accelerated pace. This is the importance of Vision 2032. It embraces our community in participatory development ensuring that needs and objectives are being met to the highest standards.

Priorities contained in the IDP are dynamic and to some extent evolving, which is what drove this Council to adapting its priority list to reflect the actual and imminent needs of our most vulnerable members in our community. It is in this spirit that we as a Council encourage your participation and to take ownership of developments in your area. The newly appointed Council are committed to Vision 2032 and are looking forward to a lasting legacy. A legacy founded on a strong value base and inspired by a vision which will facilitate a better future for all in Drakenstein.

When envisioning Vision 2032, the outcome is clear. Drakenstein Municipality is well on its way to becoming an extraordinary "City of Excellence".

Alderman Conrad Poole

EXECUTIVE MAYOR

OVERVIEW BY THE CITY MANAGER

The 2032 strategic vision sets the strategic agenda for the five-year Integrated Development Plan (IDP) and guides development planning and implementation within Drakenstein. This IDP was amended to reflect the new five-year Spatial Development Framework and to show its alignment to the IDP. This was done in consultation with all our stakeholders to ensure that it is dynamic and relevant in addressing the needs and expectations of our community.

I want to express gratitude to everyone that participated through our IDP engagements and made valuable contributions in the development of this plan. It therefore reflects the priorities of the municipality which are informed by the needs of our community.

Annually we will review our strategic objectives and key performance areas with the sole purpose of ensuring sustainable development and improving service delivery.

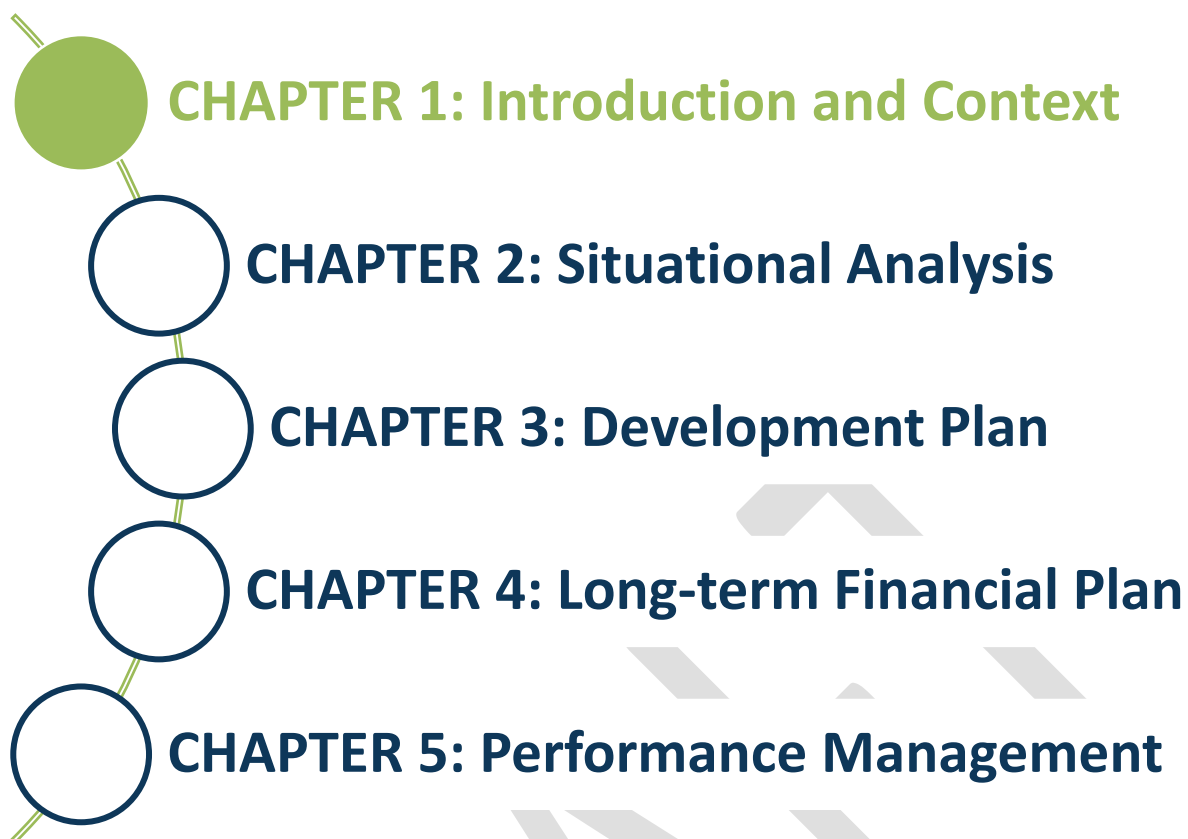
The review of the IDP afforded the municipality an opportunity to reflect on its experiences and successes and to re-configure its strategic focus in order to address future challenges. Emphasis will be placed on improving service delivery and identifying new economic growth areas. Our five-year budget as well as the performance agreements of managers are aligned with the IDP.

The organisational structure of Drakenstein will also be reviewed to ensure that it is aligned and ready to respond to the strategic vision. As the administration it is our responsibility to make things happen and to create an enabling environment that support local democracy and enhance service delivery. In all our efforts we will ensure that all available resources are optimally utilized and that value for money is achieved.

Our vision remains “A city of **excellence**” and we will continue to serve our community in the best possible way. This will be achieved by a well-motivated and skilled workforce and the adoption of a customer centric planning and implementation approach.



Dr. JH Leibbrandt
CITY MANAGER



1. CHAPTER 1 INTRODUCTION

The Municipal Systems Act, No. 32 of 2000 (Systems Act) requires that municipalities prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the area of jurisdiction. In order to meet the requirements of the Systems Act, Drakenstein Council has delegated the responsibility to prepare the IDP to the City Manager.

The Municipality's commitment to be "A City of Excellence" is a focal point of the 2020/2021 IDP, with specific emphasis on translating the Municipality's strategy into firm action. In order to do so it is important to link, integrate and co-ordinate all strategic and implementation plans for the Municipality, as well as align them with national, provincial and district development plans and planning requirements. Developmental local government is enhanced through focused and robust interaction with other spheres of government.

1.1 BACKGROUND

Stakeholder and community engagements to determine and undertake development priorities, form the cornerstone of the IDP. Community needs are dynamic and ever-changing; thus, they have to be reviewed frequently. Engagements with our communities assist with enhancement of service delivery targets, outputs and outcomes and through the Performance Management System, which is implemented by the Municipality. These engagements ensure that the Municipality remains accountable to the local community, the various sectors and business alike.

The Municipal Council ensures that its oversight role is sufficiently mandated by the populace voice of its local community, through fully embracing the principles of participatory democracy. This is achieved through a well-functioning Ward Committee System; robust public participation through various development planning processes; and regular communication with the community using public meetings, community newsletters, radio and various other print media and electronic media including the Municipal Website.

Drakenstein Municipality takes particular pride in its efforts to ensure that members of the community participate in the planning and development of their wards as well as the broader community. This truly fosters a culture of partnership in development and is enabling the Drakenstein Municipality to deliver comprehensively on the priorities as identified in the IDP.

1.2 STRUCTURE OF THE IDP 2020/2021

This IDP 2020/ 2021 consists of 5 chapters, including the Forward by the Mayor and Overview by the City Manager. The chapters comprise of the following:

Chapter 1: Introduction and Context of IDP 2020/2021

Chapter one gives an introduction and deals with the legislative context of the IDP 2020/2021, taking into consideration, the South African Constitution, Sustainable Development Goals, the Integrated Development Framework, the National Development Plan, the Provincial Strategic Plan and Cape Winelands District Municipal

Plan. This chapter elaborates on the planning and implementation process of the IDP, as well as the Strategic Alignment between the local, provincial and national planning objectives.

Chapter 2: Situation Analysis

Chapter 2 deals with the status quo of Drakenstein Municipality in relation to its demographic trends. An analysis of the municipality within the context of the 7 (seven) KPA's gives a structured overview and indication of the current state of the municipality.

Chapter 3: Development Plan

Chapter 3 presents the vision, mission and values of the municipality as well as the programme of action to be followed. The strategic framework is drawn out with a focus on the city's Catalytic Zones and the Big Moves. A programme of actions addresses the issues and challenges identified in Chapter 2.

Chapter 4: Long-Term Financial Plan

Chapter 4 deals with the medium- and long-term financial plan. It elaborates on financial planning, funding, expenditure, budget projections and long-term sustainability of the municipality. The chapter provides insight into how the strategic plans of the municipality will be supported.

Chapter 5: Performance Management

Chapter 5 takes the strategic framework and financial plan into implementation mode and clarifies the roles and responsibilities of stakeholders while ensuring accountable and improved service delivery. It elaborates on the performance management process, which is a comprehensive implementation plan with measurable performance objectives.

1.3 THE LEGISLATIVE CONTEXT

In order to maximise the benefit of investments, strategic interventions and actions of all spheres of government it is critical that there is policy alignment between national, provincial, district and local government in order to collaboratively achieve development goals. Whilst the IDP is developed by local government it must represent an integrated inter-governmental plan based upon the involvement of all three spheres of government.

The table below depicts the alignment between the long- term international development objectives (in the context of South African endorsed global initiatives), as well as national, provincial and district initiatives) and the IDP.

Table 1: Strategic Alignment Matrix

Municipal Key Performance Area (MKPA)		Sustainable Development Goal (SDG)	National Key Performance Area (NKPA)	National Outcome (NO)	National Development Plan (NDP)	Western Cape Province (PSO)	Cape Winelands District Municipality (CWDM)
Ref no.	SDG	SDG	NKPA	NO	NDP	PSO	CWDM
MKPA1	Good Governance	SDG8	NKPA2	NO6	NDP7	PSO1	CWDM1
		SDG15	NKPA5	NO10	NDP3	PSO3	CWDM1
		SDG17	NKPA1	NO12	NDP13	PSO4	CWDM3
MKPA2	Financial Stability	SDG8	NKPA1	NO4	NDP2	PSO2	CWDM1
MKPA3	Institutional transformation	SDG9	NKPA5	NO5	NDP11	PSO5	CWDM2
MKPA4	Physical infrastructure and services	SDG9	NKPA3	NO10	NDP4	PSO4	CWDM2
		SDG3	NKPA4	NO9	NDP16	PSO5	CWDM3
		SDG10	NKPA3	NO6	NDP10	PSO5	CWDM2
MKPA5	Planning and Economic Development	SDG11	NKPA4	NO8	NDP3	PSO3	CWDM2
		SDG4	NKPA1	NO4	NDP1	PSO1	CWDM3
MKPA6	Safety and Environmental Management	SDG12	NKPA5	NO7	NDP9	PSO4	CWDM1
		SDG12	NKPA4	NO10	NDP11	PSO4	CWDM2
		SDG3	NKPA1	NO8	NDP9	PSO3	CWDM1
MKPA7	Social and Community Development	SDG10	NKPA2	NO11	NDP9	PSO2	CWDM1

The South African Constitution, 1996

Chapter 7 of the Constitution of South Africa is focused on Local Government. The establishment thereof, their executive and legislative authority, as well as the right of local government to govern on its own initiative, which should be in line with national and provincial legislation.

The right of the municipality to exercise its own powers in order to perform its functions is the basis on which this IDP 2020/2021 is drawn up. It is meant to give strategic guidance to Drakenstein Municipality at large, by giving structure to the administrative, budgeting and planning processes. A municipality must strive, within its financial and administrative capacity, to achieve its key objectives and developmental duties.

Section 152 of the Constitution sets out the following as key objectives for the municipality:

- (a) to provide democratic and accountable government for local communities;
- (b) to ensure the provision of services to communities in a sustainable manner;
- (c) to promote social and economic development;
- (d) to promote a safe and healthy environment; and
- (e) to encourage the involvement of communities and community organisations in the matters of local government.

Section 153 of the Constitution sets out the following as the key developmental duties of the municipality:

- (a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- (b) participate in national and provincial development programmes.

Sustainable Development Goals (International)

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These seventeen goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected and often one success will involve tackling issues more commonly associated with another.

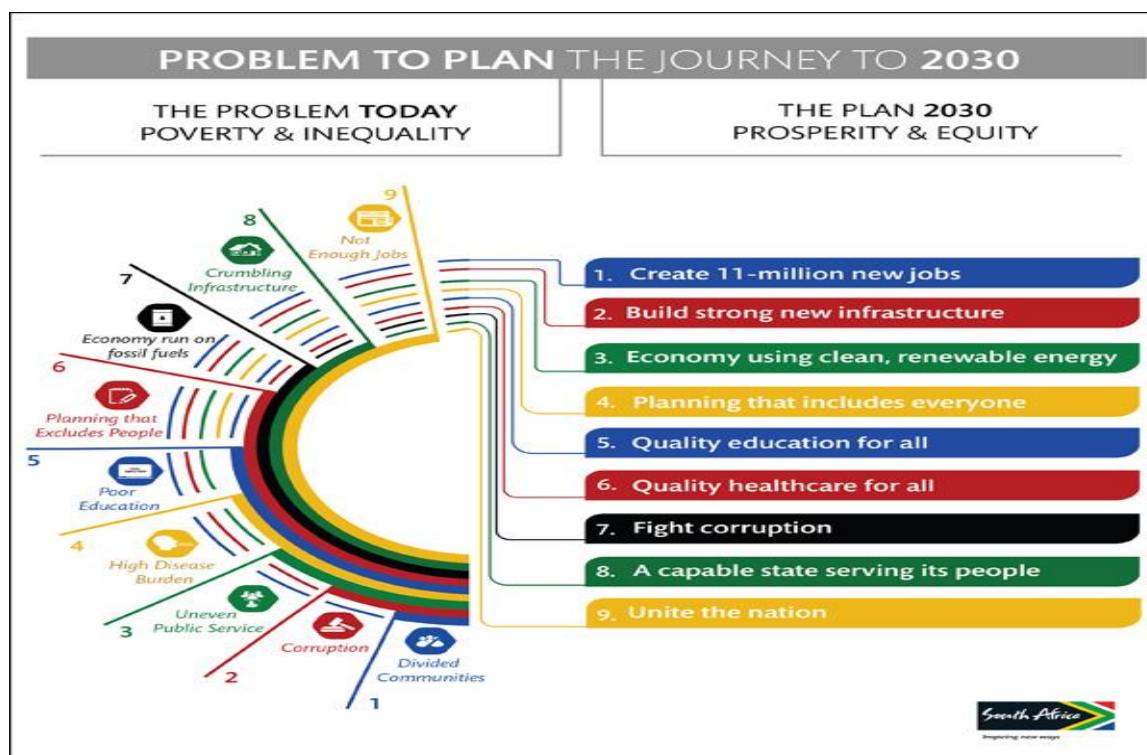
The 17 SDGs are as follows:

1. End poverty in all its forms everywhere;
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
3. Ensure healthy lives and promote well-being for all at all ages;
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
5. Achieve gender equality and empower all women and girls;
6. Ensure availability and sustainable management of water and sanitation for all;
7. Ensure access to affordable, reliable, sustainable and modern energy for all;
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
10. Reduce inequality within and among countries;
11. Make cities and human settlements inclusive, safe, resilient and sustainable;
12. Ensure sustainable consumption and production patterns;
13. Take urgent action to combat climate change and its impacts;
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

National Development Plan (NDP) –Vision For 2030

The focus of the NDP is the elimination of poverty and the reduction of inequality by 2030. The plan focuses on developing human capital; growing an inclusive economy; building capabilities; enhancing the capacity of the state; and promoting leadership and partnerships throughout society.

Figure 1: National Development Plan - Vision 2030



National Government's Outcomes - Role of Local Government

National Government has agreed on 12 outcomes as a key focus of work between 2014 and 2019 and published these as annexures to the Medium-Term Strategic Framework.

The outcomes are as follows:

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective and efficient local government system.
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.

- **Outcome 11:** Create a better South Africa and contribute to a better and safer Africa and World.
- **Outcome 12:** An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The Integrated Urban Development Framework (IUDF)

The Integrated Urban Development Framework (IUDF) seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for our people. The following four overall strategic goals are identified to achieve the overall outcome of spatial transformation envisaged by the IUDF:

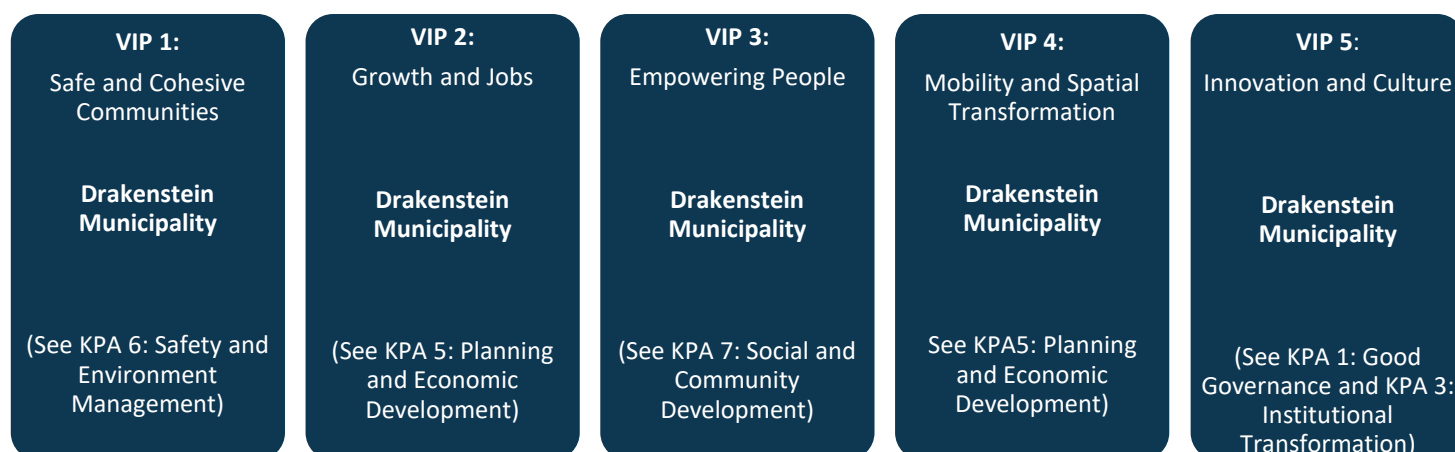
- **Spatial Integration:** To forge new spatial forms in settlement, transport, social and economic areas;
- **Inclusion and Access:** To ensure people have access to social and economic services, opportunities and choices;
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development; and
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

These strategic goals inform the priority objectives of the nine policy levers; (a) integrated urban planning and management, (b) integrated transport and mobility, (c) integrated sustainable human settlements, (d) integrated urban infrastructure, (e) efficient land governance and management, (f) inclusive economic development, (g) empowered active communities, (h) effective urban governance and (i) sustainable finances.

Provincial Strategic Plan 2020/2021 And Vision Inspired Priorities (VIPs)

The Western Cape Government has identified the following Vision Inspired Priorities (VIPs) in its aim to contribute to the realisation of the aims and objectives of the National Development Plan over the five-year term. The linkage between the Provincial Vision Inspired Priorities and the Drakenstein Municipality's Key Performance Areas (KPA's) as indicated in Table 4, are illustrated below:

Figure 2: Western Cape Government Strategic Plan 2019-2024



Cape Winelands District Municipality

The Council of the Cape Winelands District Municipality (CWD) adopted the following strategic objectives:

- To create an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District;
- Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities; and
- Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

Drakenstein's Vision 2032

In February 2017 Drakenstein Municipality developed Vision 2032, a long-term strategic plan encompassing key initiatives, programs and projects which were allocated to a series of Big Moves. Big Moves are proposals which will, over the next twelve years dramatically alter and improve the space, economy and sustainability of Drakenstein. In turn, the Big Moves have been located spatially within five Catalytic Zones, and strategically within Key Performance Areas and Key Focus Areas.

The five Catalytic Zones identified are:

- North City Corridor;
- Paarl-East – West Corridor;
- N1 Corridor;
- South City Corridor; and
- Hinterland – Saron, Gouda, Hermon, Windmeul and Rural Areas.

IDP Planning Process

Sections 28 and 29 of the Municipal Systems Act, No 32 of 2000 which specifies that (i) each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP; and (ii) that the process must be in accordance with a predetermined programme specifying timeframes for the different steps.

Chapter 4 and Section 21(1) of the Municipal Finance Management Act, No 56 of 2003 (MFMA) indicate that the Mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act. The elected Council is the ultimate IDP decision-making authority.

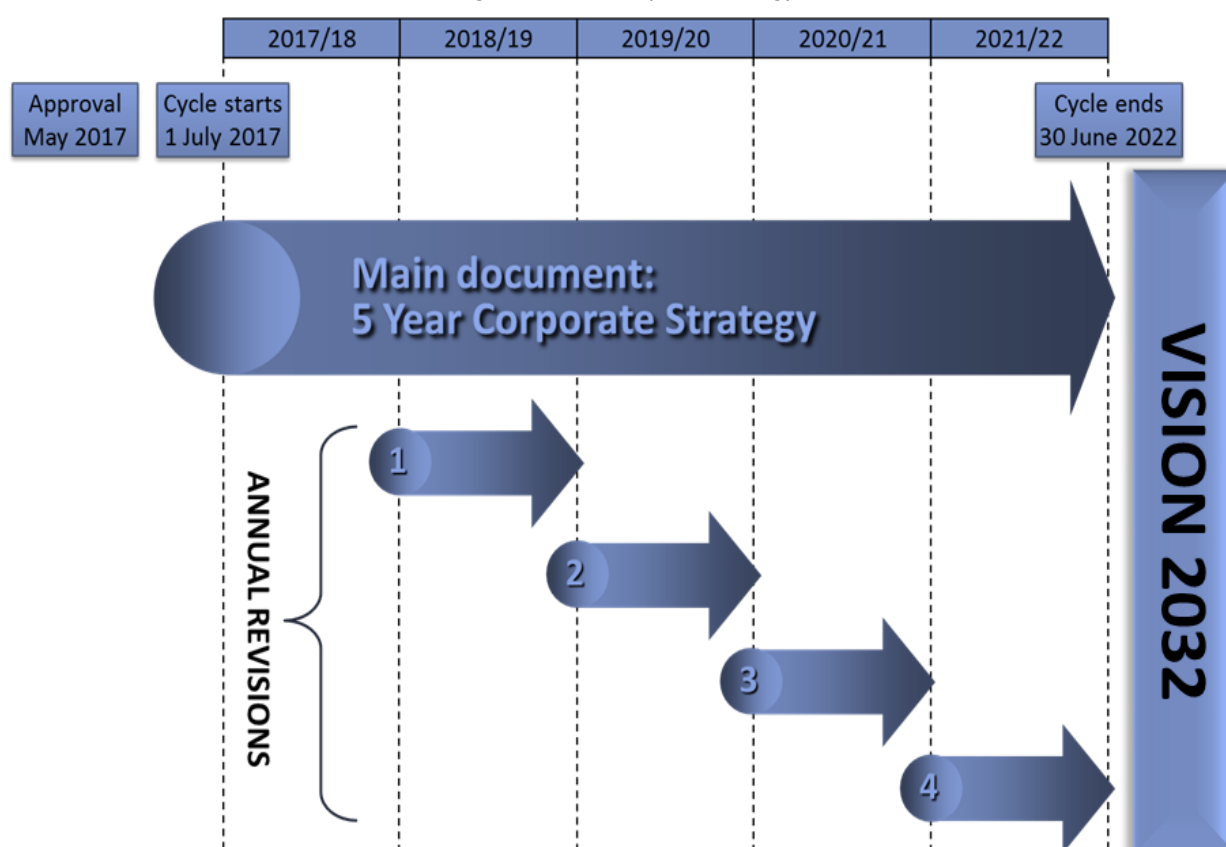
Five-Year Cycle of the IDP

Drafting of an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process has to be properly organised and prepared. This preparation is the duty

of the Municipal Manager together with Senior Management and is set out in the Process Plan which ensures the institutional readiness of the municipality to draft or review the IDP over a five-year period. This plan is approved by Council.

An inherent part of the IDP process is the annual and medium-term budget which is based upon the key performance areas set out in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports, as well as in the Annual Report.

Figure 3: 5 Year Corporate Strategy



IDP Annual Planning & Drafting Process

Annually the IDP Time Schedule must be adopted by Council in August, in accordance with the Systems Act and the Municipal Finance Management Act (MFMA), Act No.56 of 2003.

In order for Drakenstein to prepare a credible IDP, several stakeholders have to be engaged to provide inputs and guide the final IDP. Key stakeholder interventions (timeframes, resources, etc.) are outlined in Table 1 below:

Table 2: IDP Process Plan Roll-out

June 2019	<u>Analysis Phase:</u> Determine local issues, problems, relevant stakeholders, potential and priorities	<ul style="list-style-type: none"> Internal IDP preparation meetings with Budget Office, Strategic Management Team and City Manager
July 2019	<u>Strategy Phase:</u> Determine vision objectives, strategies, and participate in IGR Structures	<ul style="list-style-type: none"> Draft 2020/2021 IDP/Budget/PMS Time Schedule and present to the Strategic Management Team
August 2019	<u>Analysis Phase:</u> Determine local issues, problems, relevant stakeholders, potentials and priorities	<ul style="list-style-type: none"> Table 2020/2021 IDP/Budget/PMS Time Schedule for Council's approval
September 2019	<u>Strategy Phase:</u> Determine vision objectives, strategies, and participate in IGR Structures	<ul style="list-style-type: none"> Submission of the 2020/2021 IDP/Budget/PMS Time Schedule to the Department of Local Government and Cape Winelands District Municipality Publish advertisements informing local residents and stakeholders about the 2020/21 IDP/Budget/PMS Time Schedule IDP Consultative Engagements with Ward Committees and key stakeholders as per approved schedule
October 2019	<u>Strategy Phase:</u> Determine vision objectives, strategies, and participate in IGR Structures.	<ul style="list-style-type: none"> Finalization of the IDP consultative engagements with all stakeholders Notice of the proposed amendment to the SDF is published indicating that the SDF will be amended as well as the process to be followed – either through: i. establishment of an intergovernmental steering committee OR ii. without intergovernmental steering committee
November/December 2019	<u>Integration Phase:</u> Agree on project proposals and compilation of integrated programmes	<ul style="list-style-type: none"> Integration of plans and projects with Draft Capital Budget for 2020/2023 MTREF
January 2020		<ul style="list-style-type: none"> 2019/2020 SDBIP review sessions per department and submission of Mid-Year Performance Report 2019/2020 and Annual Report 2018/2019 <ul style="list-style-type: none"> Invite public / local community to submit written comment on the proposed SDF amendment within 60 days of the publication thereof in the Provincial Gazette and the Media

		<ul style="list-style-type: none"> Identify and consult any organs of state and/or other role players on the amendment of the SDF
February 2020	<p>Integration Phase: Alignment processes with Provincial Government and Cape Winelands District Municipality</p>	<ul style="list-style-type: none"> Council consider and adopt the revised 2019/20 Top Layer SDBIP and related Adjustments Budget based upon the Mid-year Performance Report Compilation of input from internal departments on the IDP Implementation Matrix Review; responses to the IDP Community Priorities and updates on the content of the 2017/2022 IDP applicable to the 2020/2021 Review Compile Draft Top Layer SDBIP and review Five-year Municipal Performance Scorecard for inclusion in the IDP Technical Integrated Municipal Engagements with Sectors facilitated by the Provincial Government Invite public / local community to submit written comment on the proposed SDF amendment within 60 days of the publication thereof in the Provincial Gazette and the Media Identify and consult any organs of state and/or other role players on the amendment of the SDF
March 2020	<p>Integration Phase: Approval by Council of draft IDP and undertake consultation process</p>	<ul style="list-style-type: none"> Publish advertisements to notify local residents and stakeholders on the draft budget and draft IDP review as well as the public roadshow programme Submit draft IDP and budget to provincial government
April 2020	<p>Integration Phase: Provide opportunity to communities and stakeholders to propose amendments to Draft IDP, Budget and SDBIP.</p>	<ul style="list-style-type: none"> IDP Consultative Engagements with communities and other stakeholders, including the IDP Representative Forum.
May 2020	<p>Integration Phase: Provide opportunity to stakeholders to propose amendments to Draft IDP, Budget and SDBIP.</p>	<ul style="list-style-type: none"> LG-MTEC Engagement with Provincial Government to discuss technical assessment of the draft budget and IDP Review conducted by sector departments.
May 2020	<p>Approval Phase: Adoption by Council</p>	<ul style="list-style-type: none"> Council considers community and stakeholder inputs and adopts Draft (Revised) IDP, Draft Budget and Draft SDBIP

June 2020	<p>Post-Approval Phase: Regulated action to notify the public and other stakeholders, other spheres of government of adoption of IDP and Budget</p>	<ul style="list-style-type: none"> • Notice in local media to inform local residents, stakeholders on the adopted amended/reviewed IDP, Budget • Submission to MEC for Local Government and Provincial Treasury • Preparation and approval of SDBIP by Executive Mayor • Submit the following documentation to the Provincial Minister: <ul style="list-style-type: none"> - a written notice of the decision to adopt the 2020 Drakenstein Spatial Development Framework, together with reasons; - the adopted 2020 Drakenstein Spatial Development Framework; and - a report setting out the response of the municipality to the comments submitted in terms of section 12(4).
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Implementation of the IDP

The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and the approved budget. The performance of the Municipality is reported on, in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

Two key internal combined assurance tools are internal performance audit and risk management. This ensures that all activities undertaken, adequately address significant risks and put in place control mechanisms to mitigate said risks in order to attain set performance targets. The linkage between the IDP and the SDBIP will be elaborated on in Chapter 5 of the IDP.

Amendment and Review of the IDP

In terms of section 34(b) of the Systems Act “A municipal council may amend its integrated development plan (IDP) in accordance with a prescribed process.” The process for amending a municipal integrated development plan is outlined in regulation 3 of the Local Government: Municipal Planning and Performance Management Regulations of 2001 (MPandPMR). As the municipality is currently drafting a new five-year municipal Spatial Development Framework (mSDF) in accordance with section 20 (2) and 21 of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA), an IDP amendment process has been necessitated.

The 2020/2021 amendment and review process are not a replacement of the 5-year IDP and is not a deviation from the long-term strategic direction of the municipality.

The Organisation

The Municipal Structures Act, No.117 of 1998, assigns powers and functions to local government and the various structures within local government.

Political Governance

Section 53 of the Systems Act stipulates that the respective roles and areas of responsibility of each political structure and each Political Office Bearer of the Municipality and of the Municipal Manager must be clearly defined. Such definition is important in order to ensure a well-functioning organisation.

Executive Mayor and the Executive Mayoral Committee

The Executive Mayor of the Municipality, Alderman Conrad Poole, assisted by the Executive Mayoral Committee, heads the executive arm of the Council. Besides strategic and political responsibilities the Executive Mayor also has executive powers vested in him, as delegated by the Council, as well as the powers assigned by legislation in order to manage the day-to-day affairs of Council.

Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor may act on the advice of the Mayoral Committee which comprises the following members:

Table 3: Executive Mayoral Committee

Name	Portfolio
Ald CJ Poole (Executive Mayor)	
Cllr GC Combrink (Deputy Executive Mayor)	Finance
Ald JF le Roux	Engineering Services
Cllr P Mokoena	Corporate Services
Cllr Adv. J Miller	Planning and Development
Cllr E Gouws	Social Services
Cllr LT van Niekerk	Sport, Recreation, Arts and Culture
Cllr L Willemse	Human Settlements and Property Management
Ald R Smuts	Public Safety
Cllr MA Andreas	Rural Development
Cllr R van Niewenhuyzen	Communication and Intergovernmental Relations
Cllr C Kearns	Environment, Parks and Open Spaces

Speaker and Council

Drakenstein Municipality consists of 65 Councillors, of which 33 are Ward Councillors and 32 are Proportional Representation (PR) Councillors. The Speaker presides at meetings of the Council.

The list below indicates all Councillors with their capacity/positions:

Table 4: Council

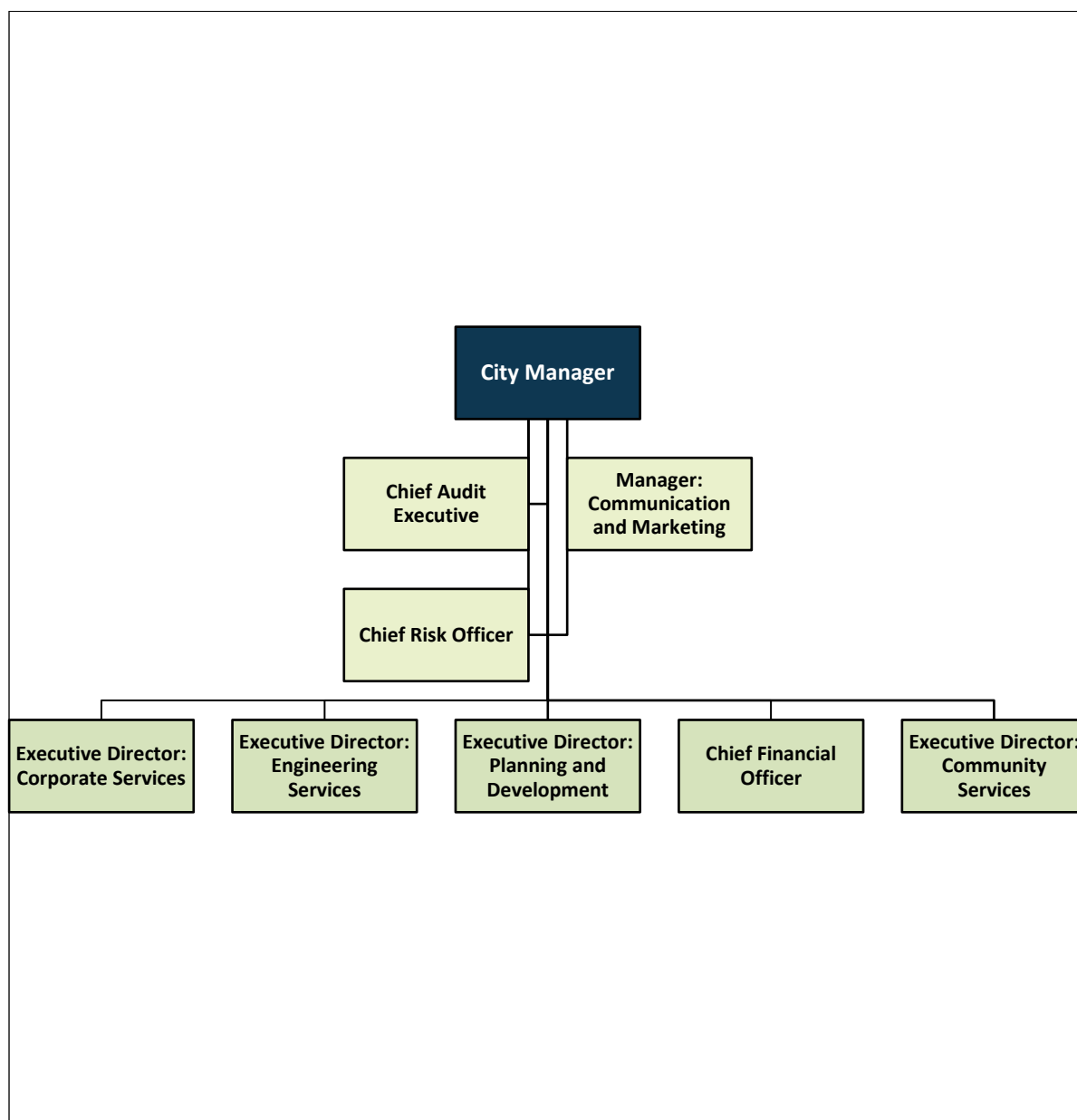
Name of Councilor	Capacity	Ward representing or proportional
Abrahams Alvina Wilhelmina	Councillor	Proportional
Adriaanse Miriam Maria	Councillor	Ward 24
Afrika Amelda Felicity	Councillor	Proportional
Anderson Joan Veronica	Councillor	Ward 26
Andreas Margaretha Aletta	Member of the Mayoral Committee	Proportional
Arnolds Ruth Belldine	Councillor	Ward 7
Bekeer Abraham	Councillor	Proportional
Bester Theunis Gerhardus	Councillor	Ward 19
Blanckenberg Derrick Solomon	Councillor	Ward 16
Booyesen Vanessa Charmaine	Councillor	Ward 27
Buckle Albertus Marthinus Loubser	Councillor	Ward 18
Combrink Gert Cornelius	Deputy Executive Mayor	Proportional
Cupido Felix Patric	Councillor	Ward 22
Cupido Patricia Beverley Ann	Councillor	Ward 20
De Goede Hendrik Ruben	Councillor	Proportional
De Wet Jo-Ann	Councillor	Ward 14
Duba Bongiwe Primrose	Councillor	Proportional
Ford Geoffrey Harry	Councillor	Ward 31
George Nonkumbulo Nancy	Councillor	Proportional
Gouws Eva (Replaced Jacobs, Frances)	Member of the Mayoral Committee	Ward 21
Jacobs Frances (Replaced by Gouws Eva)	Member of the Mayoral Committee	Ward 23
Jonas Sweetness Xoliswa	Councillor	Proportional
Kearns Christephine	Member of the Mayoral Committee	Ward 10
Klaas Moses Thembile	Councillor	Proportional
Koegelenberg Renier Adriaan	Chief Whip	Proportional
Kotze Hendrik Jacobus	Councillor	Ward 2
Kroutz Calvin	Councillor	Ward 1
Landu Linda	Councillor	Proportional
Le Hoe Marthinus Jacobus	Councillor	Proportional
Le Roux Jacobus Francois	Member of the Mayoral Committee	Proportional
Luggola Anathi	Councillor	Proportional
Mangena Tembekile Christopher	Councillor	Ward 9
Masoka Zolani Livingstone	Councillor	Proportional
Matthee Hendrik Johannes Nicolaas	Councillor	Ward 17
Matthee Joseph	Councillor	Proportional
Mbenene Ndileka Primrose	Councillor	Ward 5
Mdunusie Minah Nontombi	Councillor	Proportional
Meyer Willem Pieter Daniel	Councillor	Proportional

Name of Councilor	Capacity	Ward representing or proportional
Miller Johan	Member of the Mayoral Committee	Ward 4
Mpulanyana Thuso Reginald	Councillor	Proportional
Mokoena Liphaphathi Patricia	Member of the Mayoral Committee	Proportional
Niehaus Lodewyk Wilfred	Councillor	Ward 15
Nobula Mncedisi Daniel	Councillor	Ward 12
Nqoro/Nomana Tryphina Zukiswa	Councillor	Ward 6
Nzele Lawrence Vuyani	Councillor	Ward 32
Poole Conrad James	Executive Mayor	Proportional
Rens Samuel Colin	Councillor	Proportional
Richards Abdul Moutie	Councillor	Proportional
Ross Soudah	Councillor	Ward 13
Sambokwe Ludia Sindiswa	Councillor	Proportional
Sauerman Nicolaas Daniel	Councillor	Proportional
September Sharon Elizabeth	Councillor	Ward 33
Siyaya Z	Councillor	Proportional
Smit Johannes	Councillor	Ward 30
TBC	Councillor	Ward 3
Smuts Rean	Member of the Mayoral Committee	Proportional
Solomons Elizabeth Aletta	Councillor	Proportional
Stowman Aidan Charles	Speaker	Ward 11
Van Niekerk Laurichia Tylial	Member of the Mayoral Committee	Ward 25
Van Niewenhuyzen Reinhardt Heinrich	Member of the Mayoral Committee	Ward 28
Van Santen Aletta Johanna	Councillor	Proportional
Vika Mandisa	Councillor	Proportional
Willemse Lorraine	Member of the Mayoral Committee	Ward 29
Windvogel Elizabeth Janet	Councillor	Proportional

The Administration

The City Manager is the Accounting Officer of the Municipality and also the head of the Administration. His primary function is to serve as chief custodian of service delivery and the implementation of political priorities. He is assisted by the Strategic Management Team (SMT), which comprises of the Executive Directors of five departments. There are also three divisional managers reporting directly to the City Manager as indicated in the structure below. The SMT is responsible for managing current priorities, strategic interventions to improve service delivery and developing new initiatives based on feedback from political leadership, departments and the local community.

Figure 4: Macro Organisational Structure



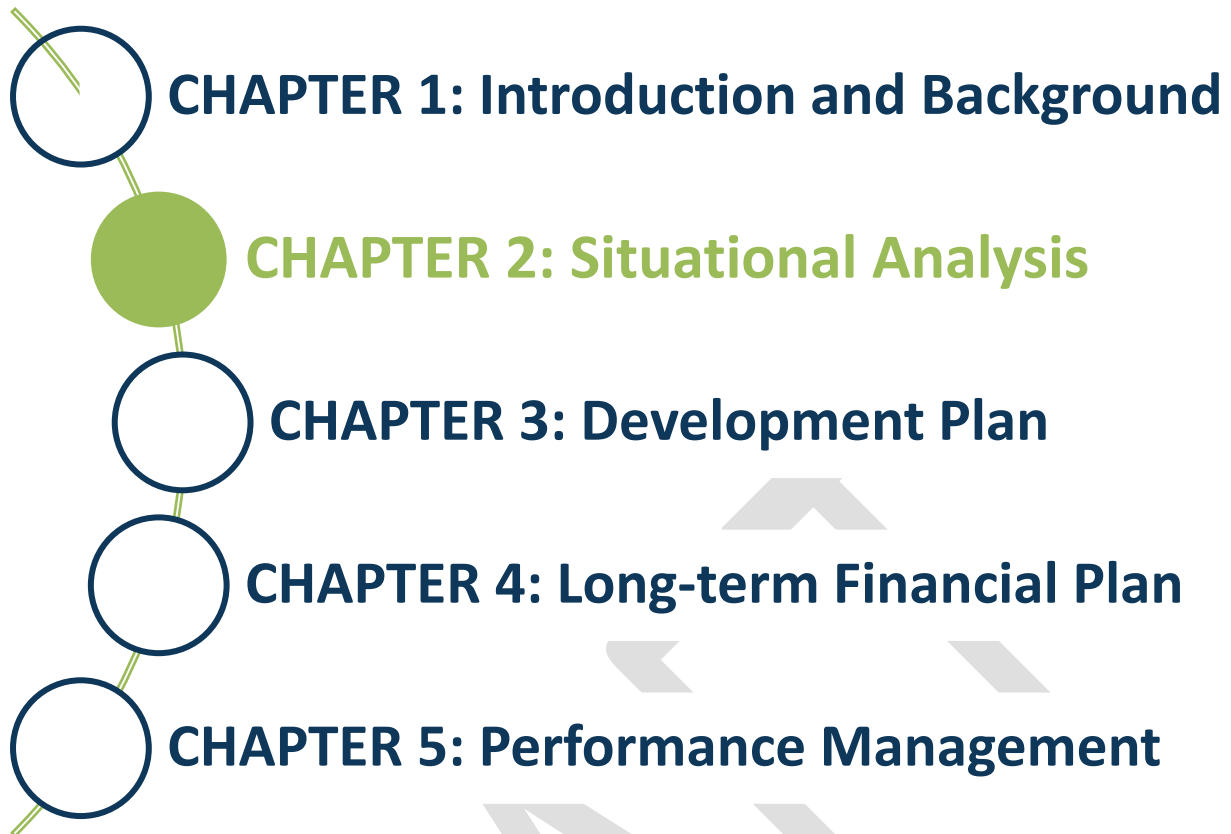
VISION: A City of Excellence

The vision of Drakenstein Municipality is “A City of Excellence”. To achieve this vision and to realize the long-term vision of “Vision 2032” as discussed above, the Municipality has identified seven (7) Key Performance Areas, which in turn have been developed into fifty- four (54) Key Focus Areas. From these 54 Key Focus Areas, projects, programmes and key initiatives have been developed. These will be discussed in further detailed in Chapter 3 of the IDP. The table below provides details in respect of the Drakenstein Municipality’s Strategic Framework.

Table 5: Drakenstein Municipality's Strategic Framework

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	OUTCOMES	KEY FOCUS AREA
KPA 1: Good Governance	To ensure good governance and the active participation of all relevant stakeholders.	A responsive Municipality based on sound principles which embodies and embrace the rule of law, public participation, accountability and responsibility.	KFA 01. Governance Structures
			KFA 02. Risk Management and Assurance
			KFA 03. Stakeholder Participation
			KFA 04. Policies and By-Laws
			KFA 05. Intergovernmental Relations (IGR)
			KFA 06. Communications (Internal and External)
			KFA 07. Marketing (Branding and Website)
			KFA 08. Customer Relations Management
KPA 2: Financial Sustainability	To ensure financial sustainability in order to meet the statutory requirements.	Affordable and sustained revenue base to finance capital and operating budget expenses. Sound financial management practices and clean audit reports to build the public's confidence in management	KFA 9. Revenue Management
			KFA 10. Expenditure and Cost Management
			KFA 11. Budgeting / Funding
			KFA 12. Capital Expenditure
			KFA 13. Asset Management
			KFA 14. Financial Viability
			KFA 15. Supply Chain Management
KPA 3: Institutional Transformation	To transform the municipality into an effective and efficient organization.	A motivated and skilled workforce that supports the operational needs of the municipality in the implementation of the IDP objectives.	KFA 16. Financial Reporting
			KFA 17. Organisational Structure
			KFA 18. Human Capital and Skills Development
			KFA 19. Project and Programme Management
			KFA 20. Performance Management and Monitoring and Evaluation
			KFA 21. Systems and Technology
			KFA 22. Processes and Procedures
KPA 4: Physical Infrastructure & Services	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.	Well-developed strategies implemented to promote economic growth and development in the Municipal Area.	KFA 23. Equipment and Fleet Management
			KFA 24. Energy Supply Efficiency and Infrastructure
			KFA 25. Transport, Roads and Storm water Infrastructure
			KFA 26. Water and Sanitation Services and Infrastructure
			KFA 27. Solid Waste Management and Infrastructure
			KFA 28. Municipal and Public Facilities

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	OUTCOMES	KEY FOCUS AREA
KPA 5: Planning and Economic Development	To plan and facilitate sustainable and inclusive economic growth and development.	Well-developed strategies implemented to promote economic growth and development in the Municipal Area.	KFA 29: Economic Development and Poverty Alleviation
			KFA 30: Growth and Investment Promotion (includes incentives)
			KFA 31: Municipal Planning
			KFA 32: Built environment Management (includes Heritage Resource Management)
			KFA 33: Urban Renewal
			KFA 34: Skills Development and Education
			KFA 35: Rural Development
			KFA 36: Spatial and Urban Planning
			KFA 37: Tourism
			KFA 38: Land, Valuation and Property Management
KPA 6: Safety and Environmental Management	To ensure a safe community and a healthy and protected environment.	Respond to all emergencies within predetermined times in order to mitigate risks and hazards. Develop and approve strategic and Disaster Risk Management Plans that feeds into the IDP. And render communities safe. Increase staff complement. Increase vehicle fleet.	KFA 39: Safety and Security
			KFA 40: Disaster and Emergency Management
			KFA 41: Traffic, Vehicle Licensing and Parking Control
			KFA 42: Municipal Law Enforcement (includes the Municipal Court)
			KFA 43: Environmental Management and Climate Change
			KFA 44: Natural Resources
			KFA 45: Parks and Open Spaces
KPA 7: Social and Community Development	To facilitate social and community development.	Integrated Sustainable Human Settlement Plan that address the needs based on the available financial resources. To establish an environment where the poor and the most vulnerable are empowered through the building of social capital, the implementation of development Programmes and support and sustainable livelihood strategies.	KFA 46: Animal Control
			KFA 47: Health
			KFA 48: Early and Childhood Development
			KFA 49: Gender, Elderly, youth and Disabled
			KFA 50: Sustainable Human Settlements (housing)
			KFA 51: Sport, Recreation and Facilities
			KFA 52: Arts and Culture
			KFA 53: Libraries
			KFA 54: Cemeteries and Crematoria



DRAKENSTEIN PROFILE

2. CHAPTER 2 INTRODUCTION

This chapter provides a situational analysis of the existing trends and conditions in the Drakenstein Municipality, in accordance with the requirements of the Municipal Systems Act for developing an IDP.

This chapter aims to show the following:

- Status Quo of the Municipality with Key Statistics;
- Summary of the Challenges Faced;
- Ward Analysis; and
- Analysis per KFA.

2.1 DRAKENSTEIN MUNICIPALITY AT A GLANCE

Area:
1 538 km²

Population:
284 475

Number of Households:
72 210

Drakenstein Municipality

Number of Informal Settlements:
41

Drakenstein Municipality

Number of Councillors:
65

Drakenstein Municipality

Number of Wards:
33

Drakenstein Municipality

Households without Income:
11755

Community Survey 2016

Economic Profile:
Unemployment Rate: 18.8% (SA – 27%)

Rate of inequality: Gini Coefficient – 0.6 (SA 0.7)

Community Survey 2016

HIGHEST LEVEL OF EDUCATION:

Primary:	Secondary:	Tertiary:
2011 - 18%	2011 - 66.9%	2011 - 7.0%
2016 - 14%	2016 - 73.1%	2016 - 6.1%

Source: StatsSa: Census 2011 & Community Survey 2016

Building Plans Approved (2018/19):

2205

Drakenstein Municipality

LIBRARIES:

18

Municipal Public Libraries: 8

Schools with libraries: 10

Drakenstein Municipality

ELECTRICITY DISTRIBUTION LOSSES:

Drakenstein: 6%

National Norm: 7 - 10%

Drakenstein Municipality

AGRICULTURE:

Farms: 2380

Agri-workers: 66% below the age of 35

Drakenstein Municipality

EDUCATION FACILITIES:

Number of Facilities: 68

Drakenstein Municipality

NUMBER OF POLICE STATIONS:

6

Drakenstein Municipality

REGISTERED BUSINESSES:

2336

Drakenstein Municipality

Number of Healthcare Facilities:

PHC (fixed): 13

PHC (mobile): 6

ART: 13

TB: 27

Regional Hospital: 1

Drakenstein Municipality

LEARNER ENROLMENT:

46 988 - 2015

47 601 - 2016

48 208 - 2017

Department of Education 2017

ACCESS TO BASIC SERVICES:

Piped Water:

68, 956

Sanitation:

68, 956

Refuse Removal:

37, 848

Electricity:

45, 308

Drakenstein Municipality

INDIGENT HOUSEHOLDS:

Free Basic Water:

17, 070

Free Property Rates:

14, 404

Free Basic Electricity:

18, 632

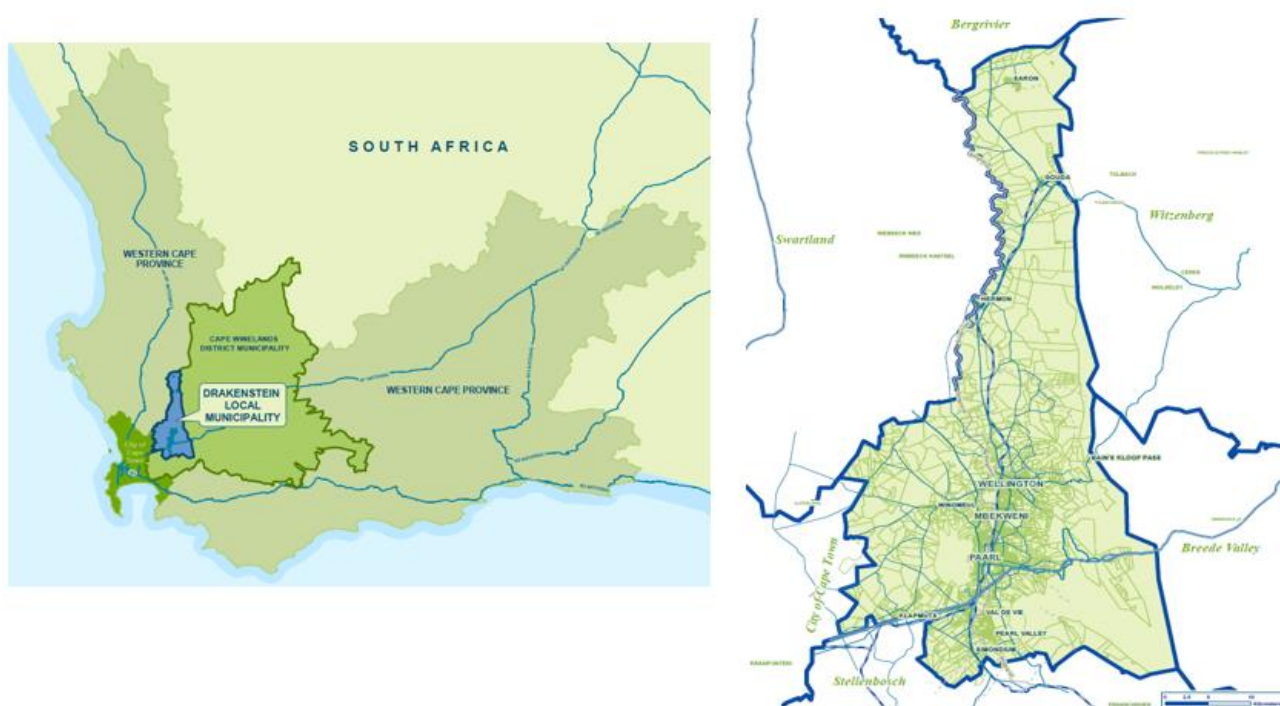
Drakenstein Municipality

2.2 GEOGRAPHICAL LOCATION

The Drakenstein Municipality forms part of the Cape Winelands District Municipality (CWDM) (which also includes the Category B Municipalities of Stellenbosch, Breede Valley, Witzenberg and Langeberg). The Drakenstein Municipality covers an area of approximately 1,538 km². It stretches from just south of the N1 freeway, including Simondium in the south, up to and including Saron in the north. The Klein Drakenstein, Limiet and Saron Mountain ranges forms its eastern edge and the agricultural area immediately to the west of the R45 form its western border. Paarl and Wellington are the main urban centres in the Municipality and are located in close proximity to the N1 in the south with smaller rural settlements of Saron and Gouda in the north, as well as Hermon in the mid-west.

The location map below depicts the contextual location of Drakenstein Municipality in relation to South Africa, the Western Cape province, and also depicts the various towns within the area:

Figure 5: Location of the Drakenstein Municipality



2.3 DEMOGRAPHIC TRENDS

2.3.1 Socio-Economic Status information

In 2017, the unemployment rate in Drakenstein (based on the official definition of unemployment) was 18.8%, which shows an increase of 0.5 percentage points from 2016. A high unemployment rate is often associated with a high number of illiterate people. Expressed as a rate, this number amounted to 23.7% of the population. The Gini coefficient is a measure of economic/income inequality. In 2017, the Gini coefficient in the municipal area rose from 0.592 in 2016 to 0.601 in 2018. The rising income inequality can be attributed to an increased working age population in low-skilled employment who earn low salaries.

The following table 1 depicts the socio-economic status of the municipality, inclusive of the Gini coefficient statistics:

Table 6: Socio-Economic Status

Socio-Economic Status					
Serial No.	Year	Unemployment Rate	Percentage of working age population in low skilled employment	Gini Coefficient	Illiterate people older than 20 years
1	2016/17	18.3%	17.59%	0.592	16.24%
2	2017/18	18.8%	17.15%	0.598	16.04%
3	2018/19	23%	No data yet	0.601	15.74%

Source: IHS Markit Regional eXplorer 2019 and Quantec Research 2019

*Quantec data is regularly updated and figures may be different from those previously reported

2.4 ECONOMICS

The economic sectors that contributed the most to the Drakenstein economy in 2018/19 were Finance, insurance, real estate and business services (R4.68 billion); wholesale, retail trade, catering and accommodation (R4.01 billion); manufacturing (R3.3 billion) and general government (R2.4 billion). Agriculture, forestry and fishing; construction; transport, storage and communication; community, social and personal services each contributed between R1.5 billion and R2 billion.

The table below shows employment levels in the municipality in the various sectors:

Table 7: Economic Employment by Sector

Economic Employment by Sector			
Sector	Jobs		
	2014/2015	2015/2016	2016/2017
Agriculture, forestry and fishing	12,661	16,136	15,924
Mining and quarrying	74	77	77
Manufacturing	9,265	9,178	8,949
Electricity, gas and water	304	326	338
Construction	8,726	8,929	9,302
Wholesale, retail trade, catering and accommodation	23,313	24,240	24,643
Transport, storage and communication	4,318	4,673	4,369
Finance, insurance, real estate and business services	14,919	15,618	15,964
General government	12,212	11,916	12,149
Community, social and personal services	15,585	16,495	16,880
Total	101,377	107,588	108,595

2.5 ENVIRONMENT

Drakenstein Municipality is situated within the unique natural environment of the Cape Floristic Region, a biodiversity hotspot and one of only six floral kingdoms found anywhere on Earth. It is important to note that the natural environment forms the basis on which our economic and social systems depend. In order to continue to provide a stimulating environment for residents that promotes health and wellbeing and a flourishing economic base, it is imperative that natural resources and ecosystems are utilised in a sustainable manner. While the natural environment is still in a relatively good state, some indicators are showing that the current state of the environment is under threat. These threats are caused by habitat destruction, alien invasive species, pollution to the environment and climate change which all need attention. The aim is to continue to monitor the state of the environment and develop new responses to counter these threats in order to ensure that the unique character of the environment is preserved for future generations to come.

2.5.1 Dwelling Type

In 2016, the vast majority of households in the municipality reside in formal dwellings (90.3%), while 9.2 per cent of households reside in informal dwellings. The percentage of households living in informal dwellings in 2016 reduced by 4.2% in the five years since census 2011. Households living in “Informal dwellings - shack in the backyard” have decreased from 7.8% in 2011 to 4.0% in 2016, while “informal dwellings – shack not in a backyard (e.g. on a farm or an informal settlement)” has only marginally been reduced from 5.6% in 2011 to 5.2% in 2016.

Table 8: Dwelling Type

Type of Dwelling	Census 2011 (%)	Community Survey 2016 (%)
Formal Dwelling ¹	85.1	90.3
Informal Dwelling ²	13.4	9.2
Traditional Dwelling	0.5	0.2
Caravan/tent	0.1	0.0
Other	0.8	0.3

2.5.2 Agriculture

The number of farms in Drakenstein Municipality amounts to 2380. The map below depicts the areas, by ward, of Drakenstein with the highest number of farms.

The Agri Worker Household Census 2016/2017 indicated the average age of Agri Workers in the municipality are aged 27.37 years and below and 66% of individuals were below the age of 35. While only just over 1% of the individuals were above 65 years of age, 30.09% in these groups were regarded as youth between the ages of 19 and 35 years old.

¹ Formal dwellings are structures built according to approved plans and exclude informal dwellings (those on a farm/in a backyard and those found in informal settlements) as well as those made of traditional material.

² This is a combination of informal dwellings those in a backyard and those found in informal settlements or on a farm.

2.5.3 Poverty

This section shows living conditions and economic circumstances of households in Drakenstein, based on the most recent data including Statistics South Africa's Non-Financial Census of Municipalities 2016 and Quantec. According to the Poverty Trends in South Africa report released by Statistics South Africa in 2017, the deteriorating financial health of households and individuals under the weight of economic pressures, has resulted in an increase in the poverty levels.

According to the report the categories of people vulnerable to poverty remained still largely African females, children 17 years and younger, people from rural areas, and those with no education. Inflation-adjusted poverty lines show that food poverty increased from R219 in 2006 to R531 per person per month in 2017. The lower-bound poverty line has increased from R370 in 2006 to R758 per person per month in 2017 while the upper-bound poverty line has increased from R575 in 2006 to R1 138 per person per month in 2017.

2.5.4 Income Inequality

It is concerning to note that income inequality has on average been increasing not only in Drakenstein, but also in the Cape Winelands and the broader Western Cape Province. This indicates that the relative satisfactory growth experienced across these regions has not equally been distributed amongst households or individuals. Income inequality has marginally increased from 0.59 to 0.60 (2016 – 2019), which represents a 0.2 per cent growth figure for the aforementioned period.

2.5.5 Human Development

The United Nations uses the Human Development Index (HDI)³ to assess the relative level of socio-economic development (including life expectancy, education, and per capita income indicators) in countries.

There has been a general increase in the HDI in Drakenstein (from 0.647 in 2008 to 0.723 in 2017), Cape Winelands and the whole of the Western Cape between 2011 and 2015. Naturally, per capita income as per definition is expected to mimic the trend of HDI and this is clearly displayed in the graphic above. While this trend is consistent for Drakenstein, per capita GDP has not risen at the rate experienced in comparison to surrounding municipalities across the Cape Winelands District.

2.5.6 Indigent Households

The constraining macro-economic climate is expected to impact heavily on the various municipal areas of the Western Cape, especially in rural communities where an economic downturn will result in significant job losses across. Rising unemployment figures will subsequently result in a decrease in expendable household income which, coupled with rising inflation rates, will force many families into poverty. Municipal services will ultimately become unaffordable, resulting in these households becoming reliant on free basic services which will in turn strain the already limited resources of the municipality.

³ The HDI is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

The rise in indigent households within Drakenstein has been quite dramatic in recent times. This sudden increase can potentially be linked to job losses within the agricultural sector and the influx of citizens that move from outlying smaller towns to Drakenstein in search of employment opportunities.

2.6 ACCESS TO BASIC SERVICES

This section uses data from Census 2011, the 2016 Community Survey for the analysis of access to basic services within the Drakenstein Municipality. The Constitution of the Republic of South Africa states that every citizen has the right to access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. Access to housing also includes access to services such as potable water, basic sanitation, safe energy sources and refuse removal services, to ensure that households enjoy a decent standard of living. The Department: Engineering Services is responsible for basic service delivery, i.e. water, sewerage, streets, stormwater, traffic engineering, waste services and electricity.

All persons registered as indigent in terms of Council's policy received free basic services, namely 10 kl of water, 100 kWh of electricity limited to a 20-amp circuit breaker as well as subsidised refuse removal and sanitation services.

2.3.1 Water Provision

SERVICE STANDARD DEFINITION

Households with access to piped water inside the dwelling or yard or within 200 meters from the yard:

Given the Western Cape's current drought situation, great focus is currently placed on water availability and supply. This goes hand in hand with due consideration for water quality. Access to safe potable water is essential to prevent the contraction and spread of diseases and maintaining a healthy life.

In 2011, 99.4 per cent of all households within Drakenstein enjoyed access to piped water. Despite a significant increase in the total number of households since then, the Municipality was in 2016 still able to provide 99.5 per cent of all households with water services. Therefore, we were able to provide an additional 11 889 households (average annual increase of 2 378 households, or 3.7 per cent) access to piped water between 2011 and 2016. (2017 LG-SEP)

The upgrading of existing reticulation is planned in terms of priorities as determined in the IDP, as per the Water Master Plan, by Council and Technical Services. The implementation of this strategy is wholly dependent on the provision of an adequate budget.

2.3.2 Electricity Provision

SERVICE STANDARD DEFINITION

Households with access to electricity as the primary source of lighting:

Energy is essential for human life and households generally apply electricity for cooking, heating and lighting purposes. Energy sources also have usage risks; for example, health and safety risks especially in the use of paraffin and open flame usage.

The total number of households in Drakenstein grew by 11 912 between 2011 and 2016 whilst the total number of households receiving access to electricity only increasing by 10 936 households. Household growth is therefore outstripping the provision of electricity services, evident from the fact that 94.5 per cent of all households had access in 2016, compared to 95.0 per cent in 2011. (2017 LG-SEP)

All formal and informal areas within the urban area have access to all basic services except electricity. Electricity was previously available to formally reticulated dwellings only. All formal dwellings have been electrified. Good progress has been made with the installation of electricity connections to informal dwellings during the 2016/17 financial year, which was funded with Integrated National Electrification Funding (INEP). Informal and illegal electricity connections remain a challenge. Basic services are provided to farms in the rural area through a subsidy scheme for farm workers. Basic services in the rural areas are addressed by Eskom as they mostly reside in the Eskom supply areas.

2.3.3 Refuse Removal Services

SERVICE STANDARD DEFINITION

Households who have solid waste removed by local authorities at least weekly:

Refuse removal is an essential service that ensures that health related problems are kept at bay. A lack of or inadequate service is likely to result in illegal dumping. There are growing concerns around the land and environmental limitations in the creation and lifespan of landfill sites. This would benefit greatly from the 'reduce – reuse – recycle' approach that encourages non-wasteful consumption practices.

The Municipality has made great strides to extend refuse removal services to all households i.e. access to waste removal services at least once a week improved from 86.1 per cent in 2011 to 90.6 per cent in 2016. The current refuse removal services backlog can arguably be attributed to outlying farms areas that does not fall within the ambit of responsibility of the Municipality or areas that are geographically difficult to reach. (2017 LG-SEP)

2.3.4 Sanitation Services

SERVICE STANDARD DEFINITION

Households who have access to a flush or chemical toilet connected to the sewerage system:

Access to sanitation promotes health and dignity through the provision of safe disposal and treatment of human waste. Where sanitation systems are inadequate, negative health effects can be extremely serious. The current drought highlights challenges in the use of potable water within the sanitation services process.

Drakenstein Municipality has since 2011 made significant progress in terms of providing all citizens with access to acceptable standards of sanitation services, to the extent that 98.4 per cent of all households enjoy access to a flush toilet connected to a sewerage system. Closer consideration of the annual service delivery data reveals that the Municipality was between 2011 and 2016 able to provide an additional 2 909 households access to sanitation on an annual basis. Access therefore grew at an average annual rate of 4.7 per cent.

2.7 EDUCATION

Education and training improve access to employment opportunities and helps to sustain and accelerate overall development. It expands the range of options available from which a person can choose to create opportunities for a fulfilling life. Through indirect positive effects on health and life expectancy, the level of education of a population also influences its welfare.

2.7.1 Learner Enrolment

Learner enrolment in Drakenstein tapered off from 46 988 in 2015 to 47 601 in 2016 and increased slightly to 48 208 learners in 2017. This could be attributed to a number of factors including demographics and socio-economic context

2.7.2 Learner-Teacher Ratio

The learner-teacher ratio in Drakenstein increased from 36.3 in 2015 to 36.45 in 2016 before falling marginally to 34.9 in 2017, which could in future affect learner performance within the Drakenstein municipal area. Factors influencing the learner-teacher ratio is the ability of schools to employ more educators when needed and the ability to collect fees.

2.7.3 Grade 12 Drop-out Rates

The drop-out rates for learners within Drakenstein municipal area that enrolled between 2015 and 2016 declined from 27.1 per cent to 26.0 per cent respectively. These high levels of dropouts are influenced by a wide array of economic factors including unemployment, poverty, indigent households, high levels of households with no income or rely on less than R515 a month and teenage pregnancies.

2.7.4 Educational Facilities

The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively. In 2017, Drakenstein had a total of 68 public ordinary schools. This number remains unchanged from the 2015 and 2016 figures recorded for this

category. Given the tough economic climate, schools have been reporting an increase in parents being unable to pay their school fees. However, the proportion of no-fee schools dropped from 67.65 per cent in 2015 to 66.18 percent in 2017. This could in future further increase the drop-out rate.

2.7.5 Schools with Libraries

The number of schools equipped with libraries remained at 49 between 2015 and 2016, but decreased in 2017 to 46. Economic literature supports the overwhelming evidence on the five aspects of public libraries as agencies of community development and its positive impact on communities, namely: libraries serve as a medium to access information and to learn; libraries support social inclusion and equity; libraries promote community engagement; libraries create a bridge to resources and community participation, and libraries encourage economic vitality within the community.

2.7.6 Education Outcomes

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagements in the broader market, policy decisions and choices in the sphere of education play a critical role in determining the extent to which future economy and poverty reduction plans can be realised. This section measures the matric pass rate within the Drakenstein municipal area. Drakenstein matric pass rate remained at 86.7 per cent in 2015 and 2016, but decreased slightly to 85.4 per cent in 2017. This could improve access for learners to higher education to broaden their opportunities.

2.7.7 Highest Level of Education

The Community Survey 2016 indicated a 6.3% increase in the percentage of persons aged twenty and above who have completed secondary school, while those attaining a higher educational qualification has declined by 0.9% in 2016. The percentage of persons in this age group who have no schooling has reduced by 1.1% from 3.2% in 2011 to 2.1% in 2016.

2.7.8 Literacy Levels

Literacy is used to indicate a minimum education level attained. Literacy is simply defined as the ability to read and write, but it is more strictly defined as the successful completion of a minimum of 7 years of schooling. The literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education. The literacy rate in Drakenstein was recorded at 44.8 per cent in 2011, which is higher than the average literacy rates of the Cape Winelands District (81.7 per cent) and the rest of South African (80.9 per cent) but is lower than the Western Cape (87.2 per cent).

2.8 HEALTH

2.8.1 Healthcare Facilities

The information provided by the Department of Health, as detailed in this section, pertains only to public sector healthcare institutions. All citizens' right to access to healthcare services are directly affected by the number and spread of facilities within their geographical reach. South Africa's healthcare systems are geared in such a way that people have to move from primary with a referral system to secondary levels.

In terms of healthcare facilities Drakenstein had 17 primary healthcare clinics (PHC) in 2017/18, which comprises of 11 fixed and 6 mobile clinics. Although there are no community health centres in either

Drakenstein or the broader Cape Winelands District, there are 3 community day centres in Drakenstein. In addition, Drakenstein has a regional hospital, as well as 18 ART treatment clinics/sites and 26 TB facilities.

2.8.2 Emergency Medical Services

Access to emergency medical services is critical for rural citizens due to rural distances between towns and health facilities being much greater than in the urban areas. Combined with the relatively lower population per square kilometer in rural areas, ambulance coverage is greater in rural areas in order to maintain adequate coverage for rural communities. The number of ambulances per 10 000 people in Drakenstein increased from 0.2 in 2015 to 0.3 in 2016, remaining constant at 0.3 in 2017. This increase is welcomed, as a larger number of operational ambulances can provide a greater coverage of emergency medical services. Drakenstein's ambulance ratio in 2017 is lower than that of the Cape Winelands District (0.5).

2.9 SAFETY AND SECURITY

From the table below, it is evident that the number of sexual offences is on the rise, meaning that DM is also in the midst of the scourge of gender-based violence. Notably, the rate of drug related crimes has increased, while murder and burglaries have decreased in 2018.

Table 9: Safety and Security Statistics

Safety and Security Statistics				
Crime	2015	2016	2017	2018
Murder	96	81	130	112
Sexual Offences	391	339	350	405
Drug-Related Crime	3 281	3 265	3 953	4263
Burglary Residential Premises	2 125	1 913	1 919	1742
Driving under the influence of alcohol or drugs	234	195	192	180

Source: Quantec Research, 2020

2.9.1 Driving under the Influence

Despite concerted efforts by government, our roads are still considered amongst the most dangerous in the world. Reckless driving and alcohol consumption remain the top reason for road accidents. The number of cases of driving under the influence of alcohol or drugs in the Drakenstein area shows a decrease of 5.1 per cent from 58 in 2017 to 55 in 2018 (per 100 000 population).

2.9.2 Residential Burglaries

Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft. Residential burglaries in the Western Cape increased by 5.3 per cent. Residential burglary cases within the Drakenstein area decreased by 15.3 per cent from 631 in 2017 to 534 in 2018 (per 100 000 population).

2.9.3 Fatal Crashes

According to Quantec Research 2018, fatal crashes involving motor vehicles, motorcycles, cyclists and pedestrians within the jurisdiction of the Drakenstein Municipality has gradually increased since 2015, with an increase from 50 in 2015, up to 58 and eventually 67 in 2016 and 2017 respectively. The number of fatal crashes in the broader Cape Winelands District increased by 18.4 per cent between 2015 and 2016 before decreasing again towards the end of 2017.

2.9.4 Road User Fatalities

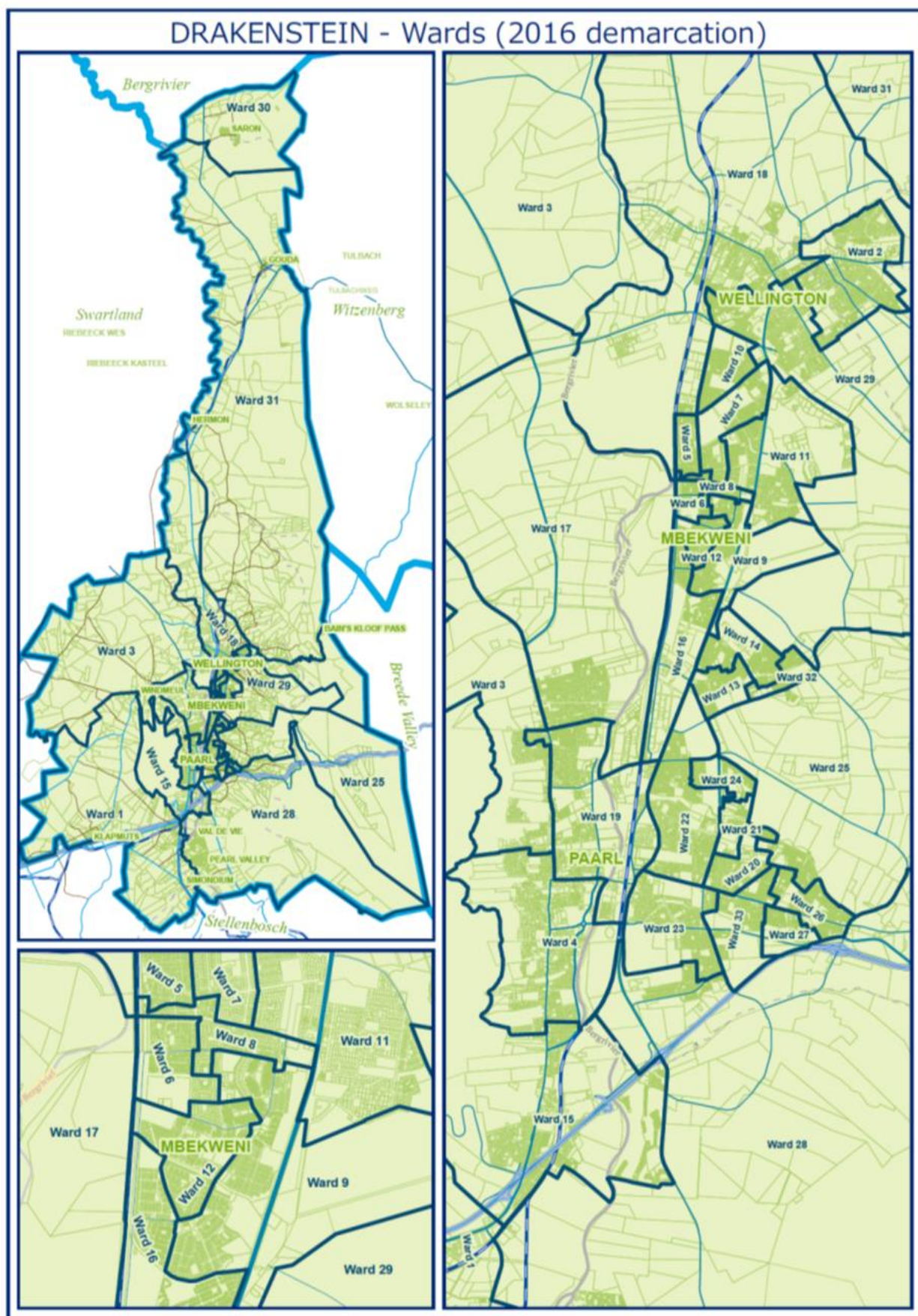
Indicates the type of road user that died in or during a crash i.e. driver, cyclist, passengers, or pedestrians.

According to a recent study, the majority of road fatalities in Africa fall within the working age cohort - between the ages of 15 – 64 years – whilst three out of four fatalities were found to be male (Peden et al., 2013). The untimely death of these primary breadwinners therefore impacts directly upon not only the livelihood of family structures, but deprive society of active economic participants that contribute towards growth and development. The socio-economic impact of such road fatalities has proven to be particularly devastating in South Africa where the majority of road users hail from poor and vulnerable communities.

2.9.5 Ward Demarcation

The Drakenstein Municipality was re-demarcated in 2016 and the number of wards increased from 31 to 33. There are 9 (nine) wards which are classified as rural wards. The map below depicts the location of the 33 wards which constitutes the municipality:

Figure 6: Ward Demarcation



Source: Drakenstein Municipality 2019

2.9.6 Ward Description

The IDP public meetings are conducted to ensure that people from all 33 wards are included in the planning of the Municipality as well as to assist the Municipality in achieving its long-term development objectives. It will also guide the ward in what it will do to take forward its own development programme with support from all role-players. Ward Committees were elected and are in place with each of the 10 members being in charge of a portfolio, which is meant to deal with sector specific issues in the ward. The Ward Committee Support and Public Participation units are in place to address the wards' priorities and needs.

The following is a list of the sub-places or townships found in each of the 33 wards:

- Ward 1: Simondium;
- Ward 2: Kerk Street, Berg-en-Dal, Ranzadale;
- Ward 3: Windmeul and Bergriver Farms, Slot van die Paarl;
- Ward 4: Paarl- Central;
- Ward 5: Carterville;
- Ward 6: Silvertown, Mbekweni;
- Ward 7: Van Wyksvlei, Weltevrede;
- Ward 8: Mbekweni;
- Ward 9: Mbekweni;
- Ward 10: Hillcrest, Wellington;
- Ward 11: Newton, Van Wyksvlei, Safmarine;
- Ward 12: Mbekweni;
- Ward 13: Groenheuwel;
- Ward 14: Groenheuwel;
- Ward 15: Suider Paarl, Courtrai;
- Ward 16: Mbekweni;
- Ward 17: Noorder Paarl, Nieuwedrift, Drommedaris;
- Ward 18: Soetendal, Wellington North, New Rest;
- Ward 19: Noorder-Paarl Central;
- Ward 20: Miqlat Sentrum Area;
- Ward 21: Chicago South, Magnolia;
- Ward 22: New Orleans, Charleston Hill, Huguenot;
- Ward 23: Klein Parys, Denneburg;
- Ward 24: Chicago;
- Ward 25: Nederburg, Lantana;
- Ward 26: Lantana, New York;
- Ward 27: Amstelhof;
- Ward 28: Ronwè, Sonop, Salem, Surrounding Farms;
- Ward 29: Voor Street Area, Uitsig, Perdeskoen Farms;
- Ward 30: Saron;
- Ward 31: Gouda, Hermon, Bovlei, Groenberg;
- Ward 32: Fairyland, Smartie Town and Milky Town; and
- Ward 33: Langvlei, Boland Park, Lustigan Village.

2.9.7 IDP PUBLIC PARTICIPATION

The IDP is about determining stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residents within the Municipal Area.

2.9.7.1 Public Participation Processes

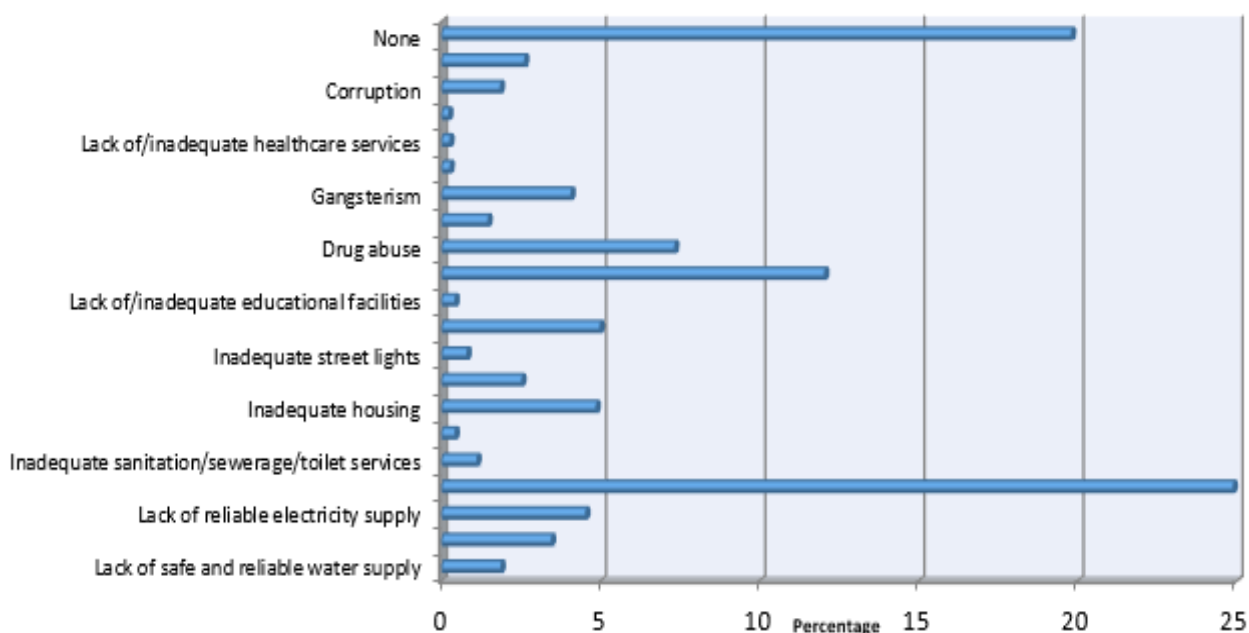
The Municipality has various public participation processes and platforms to ensure integrated consultation on a continuous basis. These include:

- Ward committee meetings which take place quarterly and is deemed functional;
- IDP Roadshows in 33 ward meetings;
- IDP Representative Forum;
- Ward- wide Housing Summits - The purpose of these Housing Summits is to address issues pertaining to Housing and Human Settlements;
- Monthly Mayoral Business Stakeholder Initiatives – The purpose thereof to engage relevant municipal interest groups as part of ongoing public participation; and
- Open Days with communities relating to the Spatial Development Framework.

2.10 SUMMARY OF CHALLENGES

Households indicated that the greatest challenge facing the municipality was the cost of electricity (24.9%), with violence and crime and drug abuse as the second and third most challenging obstacles facing the municipality. Households indicated the lack of/or employment opportunities follow as the next challenge facing Drakenstein Municipality (with 5.0% of the 71 686 households indicating this challenge as important). The Community Survey 2016 indicates that Inadequate housing (4.9%) is regarded as the fifth challenge facing the municipality, followed by the lack of reliable supply of electricity (4.5%). However, 19.8% of households indicated that there are “no challenges” facing the municipality.

Figure 7: Households indicating the difficulties facing Drakenstein Municipality presently (CS 2016)



Source: Statistics SA: Community Survey 2016

2.10.1 Top Ten (10) Priorities as identified by Drakenstein Communities:




Using the various IDP Public Participation platforms and through engagements with relevant stakeholders, the following top ten (10) overarching priorities were identified by the community based on the challenges they experience:

1. Housing;
2. Job Opportunities;
3. Safety & Security measures to combat crime;
4. Visible Law Enforcement;
5. Public Transport for rural wards;
6. Roads Infrastructure – Speed humps;
7. Traffic Calming in various wards;
8. Play parks for children in wards;
9. Assistance with ECD's; and
10. Electrical Infrastructure – street lighting.

2.11 SITUATIONAL ANALYSIS PER KPA AND KFA

The analysis in this Section is enriched by applying a rating system, which is as follows:

Table 10: Rating System – Situational Analysis

Challenges/Issues	Rating
1 – Good performance/implementation	
2 – Average performance OR policy in place with average implementation	
3 – Poor performance OR no policy in place OR policy in place but poor/no implementation	

In order to ensure vertical and transversal alignment; to ensure adequate time and resource allocation; and to enable performance management an array of interventions was identified. These were classified as Key Initiatives, Programs and Projects and were allocated to a series of Big Moves. Big Moves are initiatives which will, over the next fifteen years dramatically alter and improve the space, economy and sustainability of Drakenstein. In turn, the Big Moves have been located spatially within five Catalytic Zones and strategically within Key Performance Areas and Key Focus Areas.

These KPAs and KFAs are underpinned by a series of transversal enablers, such as policies, procedures and Bylaws – the governance, financial and institutional foundation of both Drakenstein the Local Authority, and Drakenstein the City of Excellence. Most importantly, this Strategic Framework is the principal informant of the Drakenstein Five-Year Performance Plan, Annual Service Delivery and Budget Implementation Plan and Performance Agreements of Senior Managers. The setting of key performance indicators and targets against which the performance of the municipality and its senior management and leadership are measured derive its mandate from this IDP.

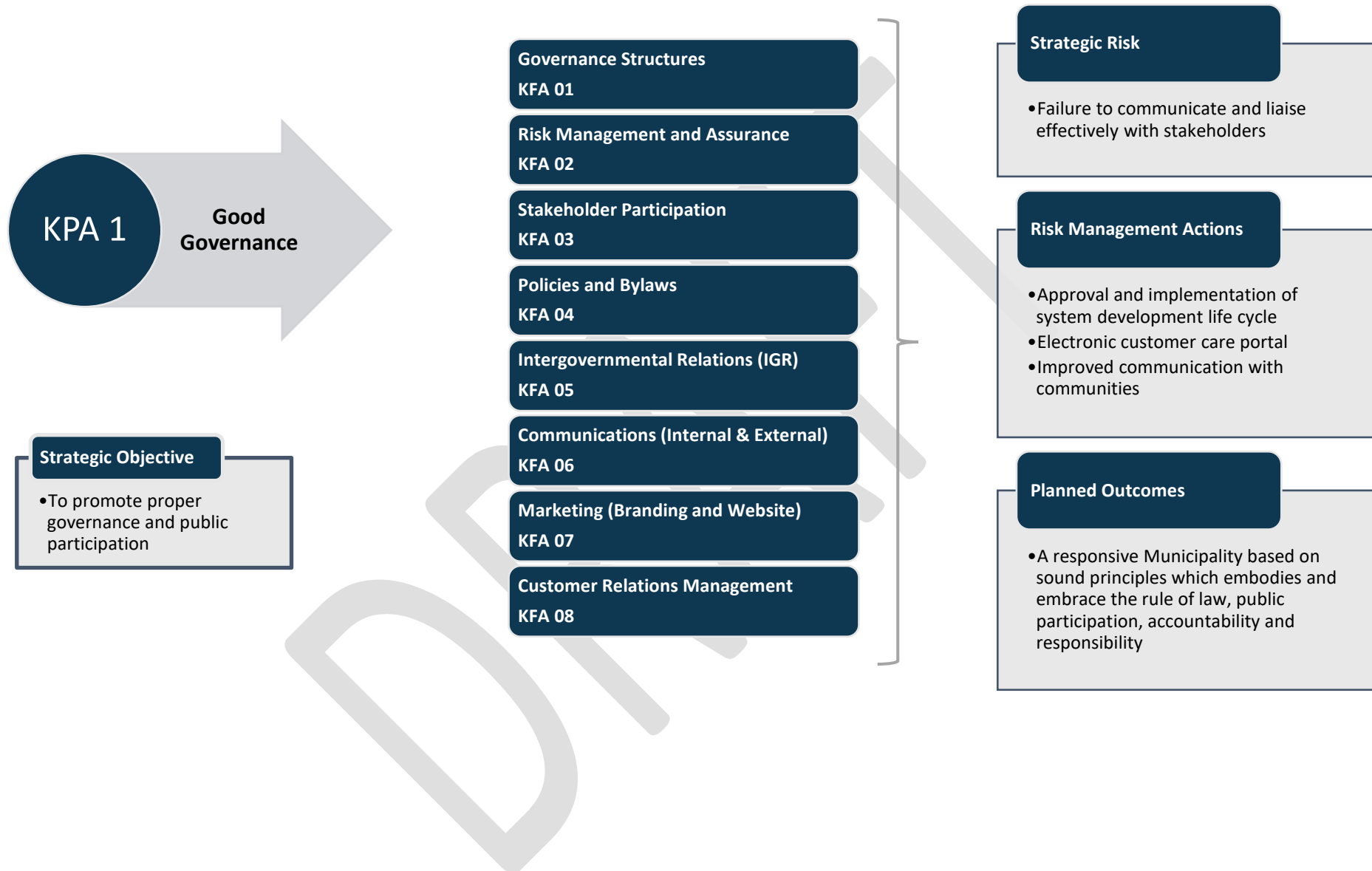


Table 11: KFA 1: Policies

No.	Policies
1.	Recruitment and Selection Policy
2.	Rules Regulating the Election and Establishment of Ward Committees
3.	Ward Committee Policy
4.	Travel and Subsistence Policy
5.	Roles & Responsibilities of Council, Political Structures, Office Bearers & Municipal Manager
6.	Fraud Prevention Policy
7.	Enterprise Risk Management Policy
8.	Public Participation Policy
9.	Marketing Strategy
10.	Communication Policy and Strategy
11.	Language Policy
12.	Rules Regulating the Election and Establishment of Ward Committees
13.	Fraud Prevention Policy
14.	Marketing Strategy
15.	Communication Policy and Strategy
16.	Policy for Formulation, Development and Review of Policies

KFA 1: Governance Structures

KFA Description

The Governance Structure of Drakenstein Municipality is informed by the Municipal Structures Act, No.117 of 1998, which stipulates the roles and responsibilities that each structure within the municipality should perform. Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and each Political Office Bearers and of the Municipal Manager must be defined. The City Manager is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day operational affairs.

The Executive Mayor of the Municipality, assisted by the Mayoral Committee heads the executive arm of the Council. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, as well as the powers assigned by legislation. Although responsible for the strategic direction and performance of the Municipality, the Executive Mayor heads the executive function together with the Mayoral Committee.

Drakenstein Municipality consists of 65 Councillors. 33 are Ward Councillors; and 32 are Proportional Councillors (PR). The Speaker presides at meetings of the Council. The table below is a list of functioning structures.

These include:

Table 12: KFA 1: Committees

Type	Name of Committee
Appeal Committee	<ul style="list-style-type: none"> Section 62 Appeal Committee.
Section 79 Committees	<ul style="list-style-type: none"> Municipal Public Accounts Committee (MPAC); and Special Committee Dealing with transgressions of the Code of Conduct for Councillors
Section 80 Committees:	<ul style="list-style-type: none"> Corporate Services Committee; Planning and Development Committee; Engineering Services Committee; Financial Services Committee; and Community Services Committee.
Oversight Committees	<ul style="list-style-type: none"> Audit Committee; and Fraud and Risk Committee.
Labour Committees	<ul style="list-style-type: none"> Local Labour Forum; and Training Committee.

Key Challenges and Rating

Table 13: KFA1: Key Challenges and Rating

Challenges/Issues	Rating
Council: Monitoring of Council Decisions and Effective Oversight	😊
Mayoral Committee	😊
Section 79 Committees: Effective Oversight and Accountability <ul style="list-style-type: none"> Section 62 Appeals MPAC Disciplinary Committee for Councillors 	😊
Section 80 Committees – Advice to Mayoral Committee and Inclusive Decision Making <ul style="list-style-type: none"> Corporate Services Committee Planning & Development Committee Financial Services Committee Engineering Services Committee Community Services Committee 	😊
Statutory Committees: Advisory and Oversight <ul style="list-style-type: none"> Audit Committee Fraud & Risk Committee 	😊
Sound Labour Relations: <ul style="list-style-type: none"> Local Labour Forum Training Committee 	😊

KFA 2: Risk Management and Assurance

KFA Description

Risk Management forms an integral part of the internal processes of a Municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis. Based on the risk assessments

performed, the top 10 strategic risks are summarized below. A comprehensive Risk Register can be found in the Annexures.











Table 14: KFA 2 – Strategic Risk

No.	Strategic Risk
1.	Failure or inability to maintain and manage assets
2.	Failure to communicate effectively with stakeholders
3.	Failure to manage and mitigate the impact of adverse environmental drought), social, economic and other local, national and global conditions
4.	Failure to manage municipal finances effectively and ensure financial viability
5.	Inability to maintain acceptable service delivery standards in respect of core service delivery responsibilities
6.	Inability to manage illegal connections
7.	Inability to meet land and human settlement demands
8.	Inadequate human resource management
9.	Inadequate ICT planning, infrastructure and systems
10.	Loss of economic development opportunities and inability to grow tourism and local economy

The municipality receives assurance on the adequacy and effectiveness of its systems of internal control from the Internal Audit Department. Assurance engagements are performed in terms of a three-year strategic and one-year operational plan which is approved by the Audit Committee at the commencement of each financial year. The priorities in the Internal Audit plan can be categorised in terms of audits focusing on the systems of internal control, risk management and governance processes. The prioritisation of assurance engagements in these three categories is based primarily on the municipality's risk profile as well as legislative requirements. Internal Audit reports to the Audit Committee on a quarterly basis regarding the outcome of audits conducted in terms of the approved plan.

Key Challenges and Rating

Table 15: KFA 2 – Key Challenges and Rating

Challenges/Issues	Rating
Risk identification and assessment	
Risk data analysis	
Risk forecasting	
Risk reporting	
Combined Assurance	
Fraud Prevention	
Fraud Detection	
Forensic Investigation	
Feedback/Reporting	
Assurance	

KFA 3 Stakeholder Participation**KFA Description**

Ward Committees are the official participatory structure of the Drakenstein Municipality. With 33 Wards and 33 ward committees, the continuous improvement of communication between the municipality and communities remains high on the agenda for the Council Elect and thus, the capacitating of ward committees and the subsequent stakeholder participation will continue to enjoy significant attention.

Key Challenges and Rating

Table 16: KFA 3 –Key Challenges and Rating

Challenges/Issues	Rating
Regular feedback meetings with the community	😊
SUBMISSION AND IMPLEMENTATION OF WARD COMMITTEE OPERATIONAL PLANS:	
Ward 1	😊
Ward 2	😊
Ward 3	😊
Ward 4	😊
Ward 5	😊
Ward 6	😊
Ward 7	😊
Ward 8	😊
Ward 9	😊
Ward 10	😊
Ward 11	😊
Ward 12	😊
Ward 13	😊
Ward 14	😊
Ward 15	😊
Ward 16	😊
Ward 17	😊
Ward 18	😊
Ward 19	😊
Ward 20	😊
Ward 21	😊
Ward 22	😊
Ward 23	😊
Ward 24	😊
Ward 25	😊
Ward 26	😊
Ward 27	😊
Ward 28	😊

Challenges/Issues	Rating
Ward 29	😊
Ward 30	😊
Ward 31	😊
Ward 32	😊
Ward 33	😊

KFA 4: Policies and Bylaws

KFA Description

These documents are instruments that guide Council, the Administration and communities and provide the framework for responsible local government in the Municipal Area.

Policies

A list of policies follows with current assessments thereof indicated:

Table 17: KFA 4 - Policies (All)

No.	Policies	Status	
1.	Recruitment and Selection Policy	Approved by Council: 21/05/2014	😊
2.	Performance Management Policy Framework	Adopted by Council in 2004. Review and adopted by Council: 12/12/2014	😊
3.	Memorial Crosses	Approved by Council: 30/11/2004	😊
4.	HIV/AIDS Policy	Approved by Council: 30/11/2004	😊
5.	Rules Regulating the Election and Establishment of Ward Committees	Approved by Council: 29/09/2016	😊
6.	Ward Committee Policy	Approved by Council: 29/09/2016	😊
7.	Travel and Subsistence Policy	Approved by Council: 20/05/2015	😊
8.	Tariff Policy	Approved by Council: 20/05/2015	😊
9.	Traffic Calming Policy	Approved by Council: 29/06/2005	😊
10.	Customer Care, Credit Control and Debt Collection and Indigent support Policy	Approved by Council: 20/05/2015	😊
11.	GRAP Accounting Policy	Approved by Council: 21/05/2014	😊
12.	Asset Management Policy	Approved by Council: 20/05/2015	😊
13.	Property Rates Policy	Approved by Council: 20/05/2015	😊
14.	Cash and Investment Management Policy	Approved by Council: 20/05/2015	😊
15.	Education, Training and Development Policy	Approved by Council: 27/11/2008	😊
16.	Grants in Aid Policy	Approved by Council: 20/05/2015	😊
17.	Overtime Policy	Approved by Council: 21/05/2015	😊
18.	Lighting on private rural land	Approved by Council: 29/08/2006	😊
19.	Alcohol Policy and Procedure Agreement	Approved by Council: 28/09/2006	😊
20.	Supply Chain Management Policy	Approved by Council: 20/05/2015	😊

No.	Policies	Status	
21.	Petty Cash Policy	Approved by Council: 20/05/2015	😊
22.	Budget and Management Oversight Policy	Approved by Council: 20/05/2015	😊
23.	Roles and Responsibilities of Council, Political Structures, Office Bearers and Municipal Manager	Approved by Council: 27/11/2008	😊
24.	Sexual Harassment Policy	Approved by Council: 25/10/2007	😊
25.	Fraud Prevention Policy	Approved by Council: 21/03/2014	😊
26.	Transfer Policy for Human Settlement Projects	Approved: 23/09/2014	😊
27.	Writing off of irrecoverable debt Policy	Approved by Council: 20/05/2015	😊
28.	Tree Management Policy	Approved by Council: 24/11/2010	😊
29.	Sport and Recreation Policy	Approved by Council: 24/11/2010	😊
30.	Long Term Financial Sustainability Policy	Approved by Council: 20/05/2015	😊
31.	Developer Contributions Policy	Approved by Council: 20/05/2015	😊
32.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	Approved by Council: 20/05/2015	😊
33.	Asset Transfer Policy	Approved by Council: 25/08/2015	😊
34.	Policy on Stock Management	Approved by Council: 20/05/2015	😊
35.	Unforeseen and Unavoidable Expenditure Policy	Approved by Council: 21/05/2014	😊
36.	Virement Policy	Approved by Council: 20/05/2015	😊
37.	Borrowing Policy	Approved by Council: 20/05/2015	😊
38.	Funding and Reserve Policy	Approved by Council: 20/05/2015	😊
39.	Water Losses Policy	Approved by Council: 20/05/2015	😊
40.	Electricity Losses Policy	Approved by Council: 20/05/2015	😊
41.	Environmental Policy	Approved by Council: 20/05/2015	😊
42.	Insurance Policy	Approved by Council: 20/05/2015	😊
43.	Policy for the Use of Landline Telephone System	Approved by Council: 22/09/2010	😊
44.	Enterprise Risk Management Policy	Approved by Council: 31/03/2014	😊
45.	Information and Communication Technology Policy (Reviewed)	Approved by Council: 23/09/2014	😊
46.	Electronic Records Management Policy	Approved by Council: 24/11/2010	😊
47.	Informal Trading Management Framework	Approved by Council: 26/04/2012	😊
48.	Electrical Infrastructure Maintenance Policy	Approved by Council: 26/10/2011	😊
49.	Public Participation Policy	Approved by Council: 25/03/2015	😊
50.	Marketing Strategy	Approved by Council: 08/05/2008	😊
51.	Integrated House Shop Policy	Approved by Council on 12/04/2012	😊
52.	Events Support Framework	Approved by Council: 27/05/2008	😊
53.	Records Management Policy	Approved by Council: 30/09/2015	😊
54.	Private Work Policy	Approved by Council: 13/12/2012	😊
55.	Placement Policy	Approved by Council: 13/12/2012	😊
56.	Policy on the writing-off of irrecoverable debt	Approved by Council: 20/05/2015	😊
57.	Early Childhood Development	Approved by Council: 28/10/2014	😊
58.	Communication Policy and Strategy	Approved by Council: 29/09/2015	😊

No.	Policies	Status	
59.	Cellular Telephone Policy	Reviewed and adopted by Council on 12/12/2014	😊
60.	Prioritization model for capital assets investment	Approved by Council on 20/05/2015	😊
61.	Limited pay-out Gambling Machine Policy	Approved by Council: 26/02/2014	😊
62.	PAIA Section 14 Manual (Promotion of Access to Information)	Approved: 28/08/2013	😊
63.	Fleet Management Policy and User Guide	Approved: 25/02/2015	😊
64.	Language Policy	Approved: 25/02/2015	😊
65.	Housing Selection Policy	Approved by Council: 28/10/2014	😊
66.	Emergency Housing Policy	Approved: 11/12/2015	😊
67.	Appointment of Temporary Staff	Approved by Council: 30/09/2013	😊
68.	Smoking Policy	Approved by Council: 30/07/2002	😊
69.	Food and Nutrition Security policy	Approved by Council: 29/04/2015	😊
70.	Housing Policy	Approved by Council: 27/01/2016	😊
71.	Donations Policy	Approved by Council: 25/02/2016	😊
72.	Policy for Formulation, Development and Review of Policies	Approved by Council: 27/08/2014	😊
73.	Street People Policy	Approved by Council: 29/04/2015	😊
74.	Grant in Aid policy: Community	Approved by Council: 29/04/2015	😊
75.	Job Evaluation Policy	24/8/2017	😊
76.	Grants in Aid Policy: Finance	31/4/2017	😊
77.	Policy in Infrastructure Procurement and Delivery Management	21/6/2017	😊
78.	Financial Asset Management Policy	31/5/2017	😊
79.	Unclaimed Deposits Policy	29/3/2017	😊
80.	Student Accommodation Policy	29/3/2017	😊
81.	Generic ICT Service Level Agreement Management	29/3/2017	😊
82.	Service Provider Management Framework	29/3/2017	😊
83.	ICT Technical Policy	29/3/2017	😊
84.	Change Management Policy	29/3/2017	😊
85.	Backup and Restore Management Policy	29/3/2017	😊
86.	ICT Access Management Policy	29/3/2017	😊
87.	ICT Technology Management Framework	29/3/2017	😊
88.	Motor Vehicle Allowance Scheme	12/12/2014	😊
89.	Policy on the Naming and Renaming of Street, Public Places, Natural Areas, Artefacts and Council-owned Buildings and Facilities	31/5/2017	😊
90.	Smoking Policy	27/7/2017	😊
91.	Intergovernmental and International Relations Policy	29/11/2017	😊
92.	Telecommunications Base Station Policy	31/10/2017	😊
93.	Special Rating Area Policy	29/11/2017	😊

Bylaws

The following list of Bylaws is included in the Municipal Code. The list indicates the current assessments thereof.

Table 18: KFA 4 - Bylaws (All)

No.	Bylaws	Promulgation Status	
1.	Bylaw No 1/2002: The Control of Fireworks	PG-5873 – 17/05/2002	😊
2.	Bylaw No 2/2002: Establishment of Improvement Districts	PG-5932 – 04/10/2002	😊
3.	Bylaw No 1/2007: The Advisory Board for Nature Reserves	PG-6426 – 16/03/2007	😊
4.	Bylaw No 2/2007: Cemeteries and Crematoriums	PG-6426 – 16/03/2007, reviewed by Council: 12/12/2014 in process	😊
5.	Bylaw 2014: Electricity Supply	PG-7326 – 07/11/2014	😊
6.	Bylaw No 4/2007: The prevention of public nuisances and the keeping of animals	PG-6426 – 16/03/2007	😊
7.	Bylaw No 5/2007: Camping Areas	PG-6426 – 16/03/2007	😊
8.	Bylaw No 6/2007: Child Care Facilities	PG-6426 – 16/03/2007	😊
9.	Bylaw No 7/2007: Paarl Mountain Nature Reserve	PG-6426 – 16/03/2007	😊
10.	Bylaw No 8/2007: Public Amenities	PG-6426 – 16/03/2007	😊
11.	Bylaw No 10/2007: The Management of Premises provided by the Municipality for Dwelling Purposes	PG-6426 – 16/03/2007	😊
12.	By-law No 11/2007; The prevention of atmospheric pollution	PG-6426 – 16/03/2007	😊
13.	Bylaw No 12/2007: The impoundment of animals	PG-6426 – 16/03/2007	😊
14.	Bylaw No 9/2007: Parking Metres	PG-6426 – 16/03/2007	😊
15.	Bylaw No 14/2007: Informal Trade	PG-6426 – 16/03/2007	😊
16.	Bylaw No 15/2007: Streets	PG-6426 – 16/03/2007	😊
17.	Bylaw No 16/2007: Public Swimming Pools	PG-6426 – 16/03/2007	😊
18.	Bylaw No 17/2007: Refuse Removal	PG-6426 – 16/03/2007	😊
19.	Bylaw No 18/2007: Water supply, sanitation services and industrial effluent	PG-6426 – 16/03/2007	😊
20.	Bylaw No 19/2007: Parks for caravans and mobile homes	PG-6426 – 16/03/2007	😊
21.	Bylaw: Rules of order regulating the conduct of meetings of the Council of the Municipality of Drakenstein	PG-7921 – 25/07/2014	😊
22.	Bylaw No 21/2007: Rules of order regulating the conduct of meetings of the portfolio committees of the Municipality of Drakenstein	PG-6426 – 16/03/2007	😊
23.	Bylaw No 1/2008: Outdoor Advertising and Signage	PG-6516 – 18/04/2008	😊
24.	Bylaw No. 1/2011: Amendment of Bylaw 9/2007: Parking Meters	PG-6923 – 04/11/2011	😊
25.	Bylaw No. 2/2011: Bylaw relating to controlled Parking Areas	PG-6923 – 04/11/2011	😊
26.	Bylaw: Liquor Trading days and hours	PG-7078 – 11/01/2013	😊
27.	Bylaw on Property Rates	PG- 144 - 28/06/2013	😊
28.	Problem Building Bylaw	PG-7067 - 07/12/2012	😊
29.	Tariff Bylaw	PG-7144 - 28/06/2013	😊
30.	Customer care, Credit control, Debt collection and Indigent support Bylaw	PG-7144 - 28/06/2013	😊
31.	Integrated Waste Management Bylaw	PG-2644 - 04/10/2013	😊
32.	Fire Safety Bylaw	In Progress	😞

No.	Bylaws	Promulgation Status	
33.	Bylaw No 9/2007: Parking meters	PG-6426 – 16/03/2007	😊
34.	Bylaw No 2014: Water Services	PG-7291 – 25/07/2014	😊
35.	Bylaw No 22/2007: Repeal	PG-6426 – 16/03/2007	😊
36.	Bylaw on Customer Care, Credit Control, Debt Collection, and Indigent Support	PG- 7144 – 28/06/2013	😊
37.	Bylaw No 18/2007: Water supply, sanitation services and industrial effluent	PG-6426 – 21/02/2012	😊
38.	Bylaw No 19/2007: Parks for caravans and mobile homes	PG-6426 – 16/03/2007	😊
39.	Bylaw relating to the Rules of Order regulating the conduct of meetings of the Council of the Municipality of Drakenstein	PG-7291 – 25/07/2014	😊
40.	Bylaw No 21/2007: Rules of order regulating the conduct of meetings of the Portfolio committees of the Municipality of Drakenstein	PG-6426 – 16/03/2007	😊
41.	Bylaw No 1/2008: Outdoor Advertising and Signage	PG-6516 – 18/04/2008	😊
42.	Bylaw No 1/2011: Amendment of Bylaw 9/2007: Parking Metres	PG-6923 – 04/11/2011	😊
43.	Bylaw No 2/2011: Bylaw relating to controlled Parking Areas	PG-6923 - 04/11/2011	😊
44.	Problem Building Bylaw	PG-7067 – 07/12/2012	😊
45.	Bylaw on Liquor Trading Days and Hours	PG-7078 – 11/01/2013	😊
46.	Tariff Bylaw	PG-7144 – 28/06/2013	😊
47.	Property Rates Bylaw	PG-7144 – 28/06/2013	😊
48.	Bylaw: Municipal Land Use Planning	PG-7528 – 13/11/2015	😊

Key Challenges and Rating

Table 19: KFA 4 - Key Challenges and Rating





Challenges/Issues	Rating
Policies & Bylaws: Corporate Services	😊
Policies & Bylaws: Financial Services	😊
Policies & Bylaws: Planning & Development Services	😊
Policies & Bylaws: Community Services	😞
Policies & Bylaws: Engineering Services	😊
Updated Policy Register	😊
Updated Municipal Code	😊
Increase public/citizen knowledge of legislation and legislative processes	😞
Archive Management Policy Compliance and Implementation	😞

KFA 5: Intergovernmental Relations (IGR)**KFA Description**

Intergovernmental Relations takes place in terms of our Constitutional Mandate and other relevant legislation, most importantly the Intergovernmental Relations Framework Act. The main purpose of IGR in the Municipality is to co-ordinate, facilitate and intervene between the various functions and responsibilities of the different spheres of government as well as interactions with parastatals and other stakeholders within our functional sphere in order to influence the effective delivery of our mandate. The Whole of Society Approach (WOSA), in which Drakenstein is a pilot, together with various Provincial Departments, has provided a fresh impetus to IGR. In addition, the Municipality is part of the Joint District Approach, an initiative that aims at strengthening and encouraging integrated planning and coordination between local municipalities and district municipalities

Key Challenges and Rating

Table 20: KFA 5 - Key Challenges and Rating

Challenges/Issues	Rating
International Relations	
National	
Provincial	
District	





KFA 6: Communications (Internal and External)**KFA Description**

DM has a reviewed Communication Policy as well as a Communication and Marketing Framework, supplemented by an Implementation Plan in place to guide its annual communication, media and marketing actions. Their purpose is to share news on the Municipality's projects, plans, achievements and initiatives, but also to promote regular dialogue between the Municipality, local communities and other stakeholders.

The online communication channels have recently been expanded to include an Instagram social media platform. It is also investigating growing its external newsletter into a more informative, topical, entertaining and community-focused news page. In addition, DM communicates with the community via its official website, Facebook page, press releases and coverage, radio interviews, television screens in service areas, municipal noticeboards, bulk SMSs and events. It communicates with its staff via management and sectional meetings, emails, memorandums, staff events and an internal newsletter. Various institutional structures such as ward committees, the IDP Representative Forum, social councils and forums, as well as non-statutory programmes such as the customer survey and summits, exist to encourage and facilitate meaningful engagement between the Municipality and the community.

Key Challenges and Rating

Table 21: KFA 6 - Key Challenges and Rating



Challenges/Issues	Rating
Use of social media (policy for internal use)	
Self-driven social media platforms	
Human resources, specifically to assist with content creation, graphic design and administrative work	
Media monitoring system (Reputation management)	

KFA 7: Marketing (Branding & Website)**KFA Description**

Branding is streamlined across all municipal departments. All media and communication aspects of municipal events are coordinated by the Communication and Marketing Division. Drakenstein Municipality has a newly designed, revamped website, which also acts as a reference point for all other services and products within the jurisdiction of the Municipality. The Municipality daily updates the website with the necessary documentation, news and notices, and is now working on optimising its mobile interface.

Key Challenges and Rating

Table 22: KFA 7 - Key Challenges and Rating




Challenges/Issues	Rating
Maximising events-related and other marketing opportunities to the optimum	
Optimising the mobile interface of the website	

KFA 8: Customer Relations Management**KFA Description**

A Services Charter was adopted during 2018/2019. The services charter is a contract with customers to respond to queries and service delivery challenges within the agreed time. This contract is managed and measured through a customer care management system. A new system will be functional during the 19/20 financial year. Each year a survey is conducted to gauge customer satisfaction and provide management information for further improvement. Further to that, the Electro-technical Department has accepted all the National Charters and Standards. These are all the National Rationalised Standards (NRS) documents accepted by the Electricity Distribution. These include NRS 047 Electricity Supply – Quality of Service and NRS 048 Electricity Supply – Quality of Supply. Water Services (Water & Sanitation) has also developed a charter which was approved with the promulgation of the Water Services Bylaw.

Key Challenges and Rating

Table 23: KFA 8 - Key Challenges and Rating

Challenges/Issues	Rating
Annual satisfaction survey	
New Customer Care Management System	
Annual Customer Satisfaction Survey	

DRAFT

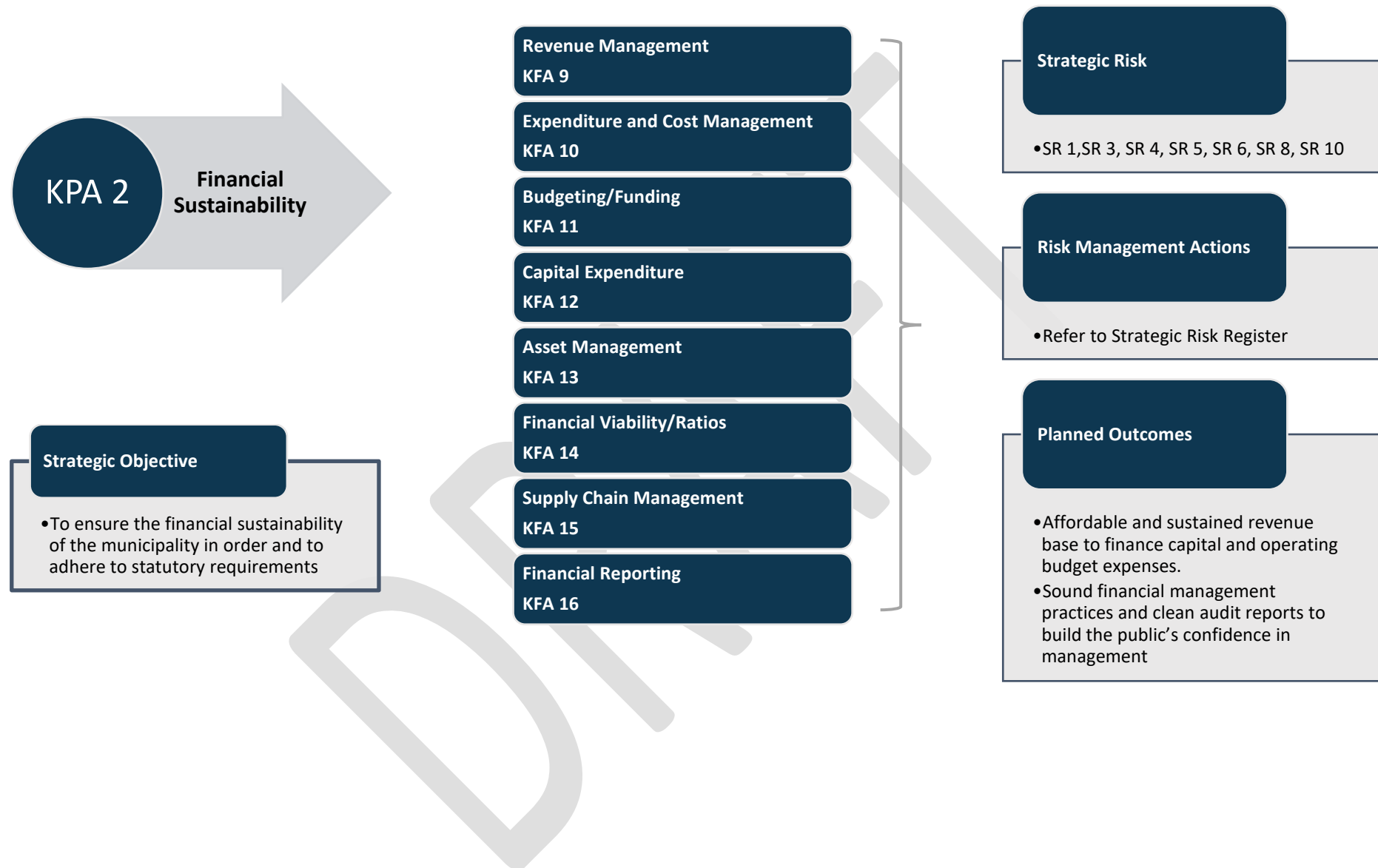


Table 24: KPA 2 Policies

No.	Policies
1.	Travel and Subsistence Policy
2.	Tariff Policy
3.	Customer Care, Credit Control and Debt Collection Policy
4.	Indigent support Policy
5.	GRAP Accounting Policy
6.	Asset Management Policy
7.	Property Rates Policy
8.	Cash and Investment Management Policy
9.	Insurance Policy Supply Chain Management Policy
10.	Petty Cash Policy
11.	Budget and Management Oversight Policy
12.	Fraud Prevention Policy
13.	Long Term Financial Sustainability Policy
14.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
15.	Asset Transfer Policy
16.	Policy on Stock Management
17.	Unforeseen and Unavoidable Expenditure Policy
18.	Virement Policy
19.	Borrowing Policy
20.	Funding and Reserve Policy
21.	Policy on the writing-off of irrecoverable debt
22.	Prioritization model for capital assets investment
23.	Donations Policy
24.	Financial Asset Management Policy
25.	Unclaimed Deposits Policy

Analysis of Internal and External Factors (The Current State)

Drakenstein can be categorised as a developing or growing Municipality simply because Drakenstein is the economic hub of the Cape Winelands District. Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality.

A Medium-term Revenue and Expenditure Framework (MTREF) is prepared for a planning period of five years, paying particular attention to new and replacement infrastructure investment, which is an important developmental component of the IDP. Drakenstein's Long-term Financial Plan is looking ten years in the future with the focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier. It is of utmost importance that Drakenstein stimulate the macro-economic environment to attract private sector investment. This approach will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets, but in turn remains sustainable in the long-run.

This plan also focusses on the expansion of revenue sources in relation to its costs to ensure that the Municipality stays a financially viable and sustainable going concern. The aim is to utilise available financial

resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in the IDP.

Action Plan:

A detailed situational analysis of the financial sustainability of the Municipality is contained in the Long- Term Financial Plan in Chapter 4. For the KFA's below we have included only the current challenges and issues. This should however be read in conjunction with the Long-term Financial Plan.

KFA 9: Revenue Management

KFA Description

Revenue management in Drakenstein is informed by section 64 of the Municipal Finance Management Act, No. 56 of 2003. The City Manager as the accounting officer is responsible for the management of the revenue of the Municipality. Section 96 of the Municipal Systems Act, No. 32 of 2000, requires that all monies due and payable to the Municipality are collected through the guidelines of the credit control and debt collection policies consistent with the Municipality's tariff and property rates policies. This KFA aims to ensure that the Municipality is in line with the prescripts of the Municipal Systems Act and the Municipal Finance Management Act.

Key Challenges and Rating

Table 25: KFA 9 – Key Challenges and Rating




Challenges/Issues	Rating
Valuation Roll	😊
Accurate Billing: Property Rates	😊
Accurate Billing: Electricity	😊
Accurate Billing: Water	😊
Accurate Billing: Sanitation	😊
Accurate Billing: Solid Waste	😊
Accurate Billing: Housing Rentals	😐
Pre-paid Electricity Meters	😊
Pre-paid Water Meters	😞
Conventional Electricity Meters	😊
Conventional Water Meters	😐
Indigent Register	😊
Indigents: Revenue Foregone	😐
Revenue Collection	😊
Traffic Fines Collection	😞

KFA 10: Expenditure and Cost Management**KFA Description**

The Municipal Finance Management Act, No. 56 of 2003, gives the accounting officer the responsibility to manage the expenditure of the municipality and also to guarantee that all reasonable steps are taken to ensure that the municipality has and maintains an effective system of expenditure control. This KFA aims to ensure that the municipality is in line with the prescripts of the Municipal Finance Management Act.

Key Challenges and Rating

Table 26: KFA 10 – Key Challenges and Rating





Challenges/Issues	Rating
Operating Expenditure	
Cost Containment	
Creditor Payments	

KFA 11: Budgeting/Funding**KFA Description:**

Chapter 4 of the Municipal Finance Management Act (Act No 56 of 2003) provides the initial legislative basis on how to prepare and compile a Medium-Term Revenue and Expenditure Framework for a local government taking cognisance of realistically anticipated revenue streams internally as well as externally. Due consideration should also be taken of relevant regulations impacting on spending priorities which will also guide or impact the municipality's budget.

Key Challenges and Rating

Table 27: KFA 11 – Key Challenges and Rating

Challenges/Issues	Rating
Zero Based Budgeting	
Grants	
External Borrowings	
Own Reserves (CRR)	

KFA 12: Capital Expenditure**KFA Description**

Section 15 of the Municipal Finance Management Act, No. 56 of 2003, requires from the City Manager to ensure that the appropriation of funds for capital expenditure takes place within the limits of an approved capital budget. This KFA aims to ensure that the Municipality is in line with the prescripts of the Municipal Finance Management Act.

Key Challenges and Rating

Table 28: KFA 12 - Challenges and Rating

Challenges/Issues	Rating
A	B
Capital Expenditure	😊

KFA 13: Asset Management**KFA Description**

Asset management is the process of managing a local government's capital assets cost effectively. It involves analysing the lifecycle and capacity of each asset and developing information on maintenance requirements, service levels and new asset needs. This is done in accordance to the relevant GRAP standards and other relevant policies and procedures.

Key Challenges and Rating

Table 29: KFA 13 - Challenges and Rating

Challenges/Issues	Rating
GRAP Compliant Asset Register	😊
Moveable Assets	😊
Immoveable Assets	😊

KFA 14: Financial Viability**KFA Description**

The financial viability of Drakenstein Municipality is dependent on the generation of sufficient revenue to meet short, medium and long-term service delivery operating and capital expenditure needs; to service debt commitments and to allow growth while maintaining service delivery levels.

Key Challenges and Rating

Table 30: KFA 14 – Challenges and Ratings

Challenges/Issues	Rating
Capital Expenditure to Total Expenditure	😊
Impairment of PPE, IP and Intangible Assets	😊
Repairs and maintenance as a % of PPE and IP	😊
Debtors Collection Ratio	😊
Bad debts Written-off as a % of Provision for Bad Debt.	😊
Net Debtors Days	😊
Cash/Cost Coverage Ratio	😞
Cash Flow Management	😊
Current Ratio	😊
Capital Cost as a % of Total Operating Expenditure	😊






Challenges/Issues	Rating
Debt (Total Borrowings) / Revenue – Gearing Ratio	
Level of Cash Backed Reserves (Net Assets – Accum. Surplus)	
Net Operating Surplus Margin	
Net Surplus/Deficit: Electricity	
Net Surplus/Deficit: Water	
Net Surplus/Deficit: Refuse	
Net Surplus/deficit: Sanitation	
Electricity Distribution Losses	
Water Distribution Losses	
Growth in Number of Active Consumer Accounts	
Revenue Growth (%)	
Revenue Growth (%): Excluding Capital Grants	
Creditors Payment Period (Trade Creditors)	
Irregular, F&W & UE / Total Operating Expenditure	
Remuneration as a % of Total Operating Expenditure	
Contracted services % of Total Operating Expenditure	
Capex (Grants excluded) to Total Capital Expenditure	
Capex (Grants & EL excluded) to Total Capital Expenditure	
Own Source Revenue to Total Operating Revenue	
Capital Expenditure Budget Implementation Indicator	
Operating Expenditure Budget Implementation Indicator	
Operating Revenue Budget Implementation Indicator	
Service Charges & Property Rates Budget Implem. indicator	

KFA 15: Supply Chain Management

KFA Description

The Supply Chain Management functions cuts across all departments. Although governance is at its core, Supply Chain Management plays a vital role in contributing towards service delivery in a manner that is fair, equitable, transparent, competitive and cost-effective. These principles form the foundation of any procuring of goods and services within the municipal sphere, which then is supported by the guidelines within the MFMA, the Municipal Supply Chain Management Regulations and the SCM Guide for Accounting Officers.

Table 31: KFA 15 - Challenges and Rating

Challenges/Issues	Rating
A	B
Municipal Stores	
Acquisitions	
Demand Planning	
Contract Management	
Compliance Reporting	

KFA 16: Financial Reporting**KFA Description**

Financial reporting provides information to users to assist their decision-making and to demonstrate effective stewardship and accountability. Compliance to relevant legislation ensures transparency and enables National Treasury to use information more effectively for benchmarking purposes.

Table 32: KFA 16 - Challenges and Action

Challenges/Issues	Rating
A	B
MSCOA Structure	😊
Compliance Reporting	😊

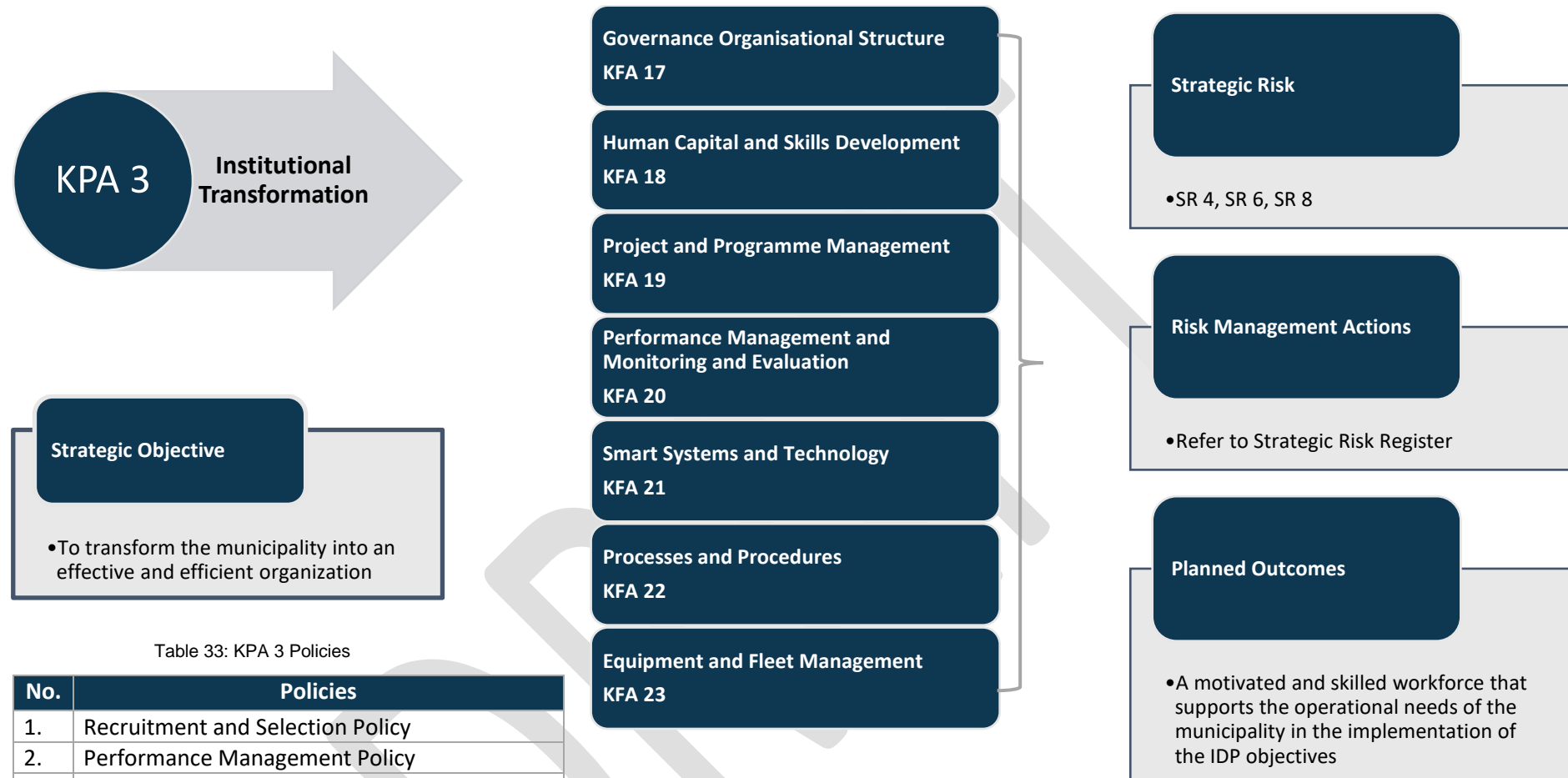


Table 33: KPA 3 Policies

No.	Policies
1.	Recruitment and Selection Policy
2.	Performance Management Policy
3.	Information and Communication Technology Policy
4.	PAIA Section 14 Manual (Promotion of Access to Information)
5.	Fleet Management Policy and User Guide
6.	Language Policy
7.	Education, Training and Development Policy

Analysis of Internal and External Factors (The Current State)

In the pursuit of realising Drakenstein Municipality's vision of "A City of Excellence", it is important that the Municipality is governed in a way that promotes good governance. The Municipality strives to achieve excellence by balancing the needs of all residents and the constitutional and legal framework applicable to local government with the available resources in such a way that service delivery takes place in an efficient, economic and effective manner.

KFA 17: Organisational Structure

KFA Description

The administration is headed by the City Manager who reports directly to the Executive Mayor. Five Executive Directors who lead their respective Departments report directly to the City Manager. Internal Audit, Risk Management, IDP, Performance Management and Communication are functional areas that report directly to the City Manager. The organisational structure is regularly reviewed to ensure enhanced staff efficiency and improve service delivery. The most recent major review was approved on 30 May 2018 but smaller adjustments that have no cost implications take place from time to time.

Key Challenges and Rating

Table 34: KFA 17 – Key Challenges and Rating

Challenges/Issues	Rating
Efficient Utilisation of Staff	☹️
Finalisation of Job Descriptions	☹️
Finalisation of Job Evaluation	☹️
Filling of Funded Vacancies	☹️
Effective and Efficient Utilisation of EPWP Capacity	☹️
Alignment of organisational structure with functions and tasks required	😊

KFA 18: Human Capital and Skills Development

KFA Description

The Human Resource Plan confirms the commitment to make sure that Drakenstein Municipality is able to acquire and retain human capital. Implementation of the Workplace skills plan, Employee Wellness, Internal Bursaries and Excellence Awards are examples of key programmes that promotes a skilled, healthy and happy workforce.

Key Challenges and Rating

Table 35: KFA 18 – Key Challenges and Rating

Challenges/Issues	Rating
Skilled Workforce	😊
Retention of Institutional Memory	☹️
Motivated, Energised and Healthy Staff Compliment	☹️

KFA 19: Project and Programme Management**KFA Description**

Drakenstein municipality has two significant project and programme management implementation sections. I.e. The Project Management Unit (PMU) section under the Technical Support and Project Management division of Engineering Services, and the programme and project management section under the Community Services Department.

The PMU focuses on guiding the municipality in the processes and approach involved in project management through its advisory branch. It also assists departments with the implementation of projects through the services of project managers and targets some assistance specifically at housing projects. The PMU also engages funding agencies and coordinates the application for project funding, as well as the reporting on project funding to ensure that the grants available to the municipality increase. The last function of the PMU is in terms of monitoring project implementation and budget expenditure in terms of progress throughout the financial year and project cycle.

Key Challenges and Rating

Table 36: KFA 19 - Job Creation through EPWP Projects

Challenges/Issues	Rating
Mitigating Project Risk	😊
Breaking down Silo Implementation	😊
Efficient Project Implementation Cycles	😊
Centralisation of Municipal Project Information	😞



KFA 20: Performance Management and Monitoring Evaluation**KFA Description**

Performance Management serves to measure the performance of the municipality on meeting its IDP objectives. The Performance Management Policy addresses in a complete manner, the strategic, operational and tactical management of performance and workplace efficiency. The performance of the Municipality is measured and monitored monthly and evaluated at quarterly and at mid-year intervals. The results thereof inform Council whether the adjustment of indicators is necessary, and to develop action plans to address poor performance.

Organisational and individual performances are managed concurrently. Individual Performance Management is rolled out up to the third reporting line, meaning that Individual Performance Evaluations for section 56/7 employees and permanent employees who have entered into performance agreements are conducted on a quarterly basis. The final review is conducted on an annual basis. Performance results is included in the Annual Report of the Municipality. The municipality started to implement Workplace Efficiency Monitoring and Evaluation from the 2018/2019 financial year.

Key Challenges and Rating

Table 37: KFA 20 - Challenges and Ratings

Challenges/Issues	Rating
Organisational Performance Management Policy	
Individual Performance Management	





KFA 21: Smart Systems and Technology

KFA Description

The ICT division is responsible for ensuring an information and communication network capability that can enable a Smart City of the future.

Key Challenges and Ratings

Table 38: KFA 21 - Challenges and Ratings

Challenges/Issues	Rating
Sustainability of ICT infrastructure	
Functioning of ICT Steering Committee	
Review of Critical Business Systems	
Technology Environmental Controls	

KFA 22: Processes and Procedure


KFA Description

The Municipality places a great emphasis on developing and streamlining its systems and work processes in order to improve efficiency and effectiveness of the service quality. An on-going process of system improvement will be initiated in each service area and will include decision-making and management systems, information systems, financial systems, the HR System and work processes.

Businesses processes and procedure is the responsibility of each department to ensure that service delivery is improved through reduction of red tape and automation where applicable.

Challenges and Ratings

Table 39: KFA 22 - Key Challenges and Rating





Challenges/Issues	Rating
Updated Standard Operating Procedures	
Optimising Business Processes	

KFA 23: Equipment and Fleet Management**KFA Description**

In order to render effective services, the Municipality must have an effective Fleet Services Unit to maintain, monitor and replace municipal fleet, and equipment. Equipment and fleet consist of heavy plant, refuse compactors-, trucks-, tractors, light delivery vehicles, passenger cars and small plant equipment. The total number of units currently maintained and serviced, amount to 1,112 items. The municipality aims to improve the efficiency of the mechanical workshop and associated service providers to reduce downtime and to implement better fleet management reporting regarding the tracking of vehicles, utilization of vehicles, hiring of vehicles and driver behaviour.

Key Challenges and Rating

Table 40: KFA 23 - Key Challenges and Rating

Challenges/Issues	Rating
Efficient Prioritisation of Fleet Purchases	
Efficient Utilisation of Existing Equipment & Fleet	
Minimising of Equipment & Fleet Down Time	
Ensure Responsible Driving	

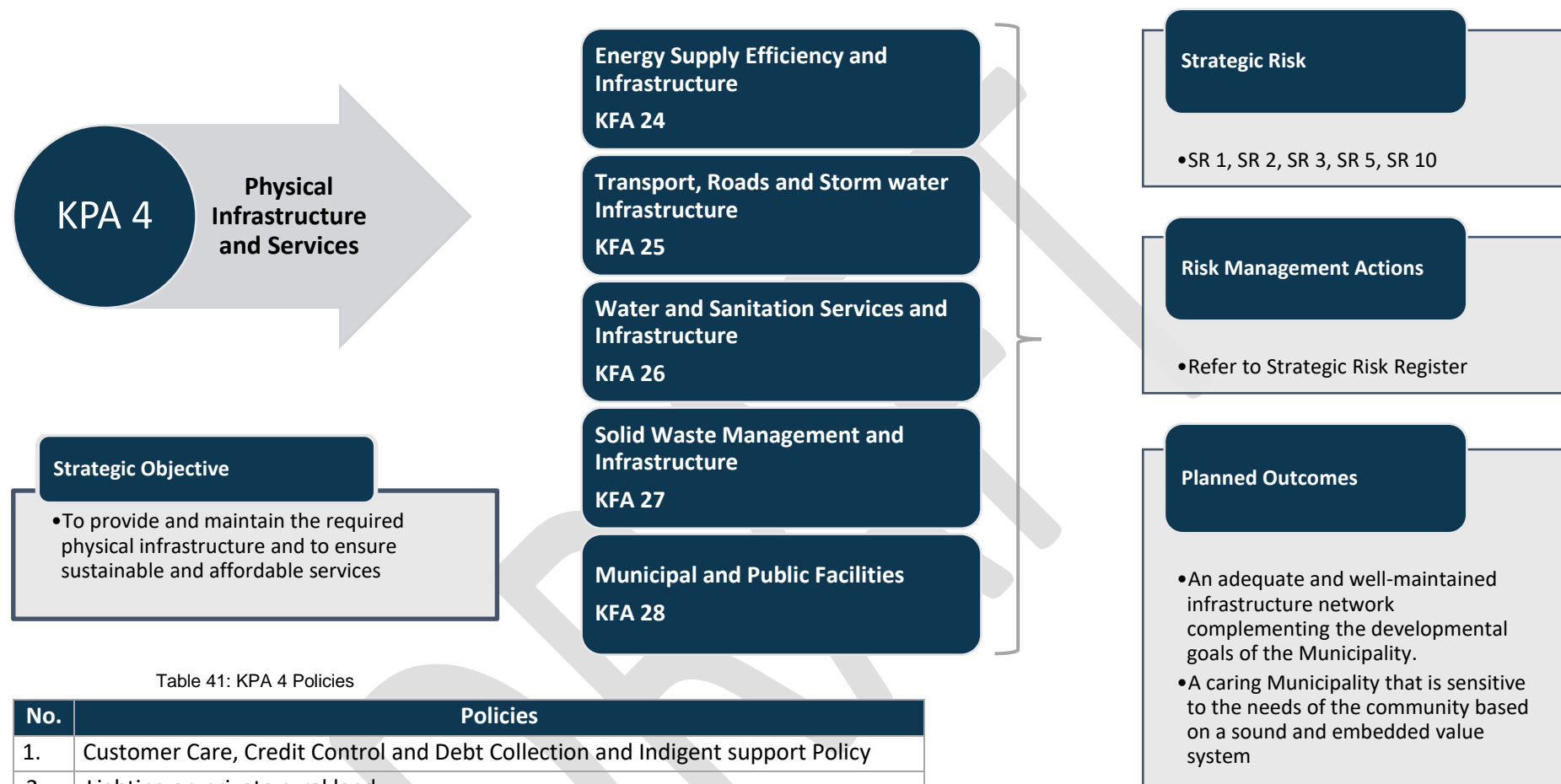


Table 41: KPA 4 Policies

No.	Policies
1.	Customer Care, Credit Control and Debt Collection and Indigent support Policy
2.	Lighting on private rural land
3.	Water Losses Policy
4.	Electricity Losses Policy
5.	Electrical Infrastructure Maintenance Policy
6.	Prioritization model for capital assets investment

KFA 24: Energy Supply Efficiency and Infrastructure**KFA Description**

Physical Infrastructure and Energy Efficiency aims to ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. Services and Customer Care seeks to improve our public relations thereby pledging that our customers are serviced with dignity and care.

The IDP sets the priorities for maintenance and capital expenditure based on the vision for the municipal area towards “A City of Excellence”. The IDP prioritizes the need for basic infrastructure through allocation of available budget to provide the necessary requirements and needs for social and economic developments. Limitations in capacity of the bulk infrastructure network, will have an impact on time frames for developments. Infrastructure development need to compliment the Spatial Development Framework across the short, medium- and long-term plans.

Table 42: KFA 24 – Key Challenges and Rating

Challenges/Issues	Rating
Replacing aged infrastructure	☹️
Additional electrical supply	☹️
Energy saving measures	☹️
Electrical infrastructure upgrade & extensions	☹️
Electrical infrastructure maintenance	☹️

KFA 25: Transport, Roads and Storm water Infrastructure**KFA Description****Municipal Public Transport:**

Paarl, Wellington and Mbekweni has a well-developed sophisticated internal road network providing for good vehicular access to its many urban facilities and opportunities. This road network supports a road-based public transport system dominated by mini-bus taxis providing an internal as well as external service, connecting the towns with the rural settlements.

Although the railway line passes the town of Saron to its west *en route* to Porterville, there is no station or direct rail link with the town. The railway line providing for a rail-based passenger service runs through the length of the Municipality in a north-south direction with stations located in Paarl, Huguenot, Mbekweni, Dal Josafat, Wellington, Mbekweni, Malan, Soetendal, Hermon and Gouda.

Municipal Roads:

All formal erven have access to roads. The following tables give an overview of the total kilometers of roads maintained and new roads tarred:

Table 43: KFA 25 - Tarred Roads

Financial Year	Total km Paved Roads	Km of New Tar Paved Roads	Km Existing Paved Roads Re-sealed	Km of Existing Roads Re-sheeted	Km Tar Roads Maintained
2014/2015	501.700	0	9.223	3.069	Entire Municipal Area
2015/2016	501.700	0	22.438	0,00	Entire Municipal Area
2016/2017	501.700	0	14.470	0,00	Entire Municipal Area
2017/2018	501.700	0	6.981	0,00	Entire Municipal Area
2018/2019	501.700	0	1,5	0,00	Entire Municipal Area

Table 44: KFA 25 - Gravelled Roads

Financial Year	Total km Gravel Roads	Km of New Gravel Roads Constructed	Km Gravel Roads Upgraded to Tar	Km Gravel Roads Graded/Maintained
2014/2015	47.59	None	0	47.59
2015/2016	47.59	None	0	47.59
2016/2017	47.59	None	0	47.59
2017/2018	47.59	None	2,4	47.59
2018/2019	45.19	None	2,0	45.19

The table below shows the costs involved for the maintenance and construction of roads within the Municipal Area:

Table 45: KFA 25 - Cost of Construction/Maintenance of Roads

Financial Year	New & Replacements R'000	Resealed R'000	Maintained R'000
2014/2015	15,0	26,2	4,08
2015/2016	0	16,731	4,4
2016/2017	0	7,084	6,5
2017/2018	0	10,366	6,5
2018/2019	118,000	3.217	6,7

Storm water management systems in built-up areas

The table below indicates the total kilometers of storm water maintained and upgraded as well as the kilometers of new storm water pipes installed over the last three financial years:










Table 46: KFA 25 – Storm Water Maintained

Financial Year	Total km Storm Water Measures	Km New Storm Water Measure	Km Storm Water Measures Upgraded	Km Storm Water Measures Maintained
2014/2015	354.320	0	0.75	Entire Municipal Area
2015/2016	354.320	0	0.687	Entire Municipal Area
2016/2017	354.320	0	2.472	Entire Municipal Area
2017/2018	354.320	0	1.183	Entire Municipal Area
2018/2019	354.320	0	0	Entire Municipal Area

The PMS and the storm water master plan were updated in the 2015/16 financial year. The principle is to update all the different master plans every 3-5 years and to align the different master plans with the 20-year growth plan and Spatial Development Framework.

Key Challenges and Rating

Table 47: KFA 25– Key Challenges and Rating

Challenges/Issues	Rating
Public transport regulation and taxi facilities	
Backlogs in road maintenance	
Backlog in the upgrading of municipal roads	
Integrated Transport Master Plan Review	
Storm water Master Plan Review	
Flood lines need revision in the Storm water master plan	
Traffic calming measures	
Limited funding from the budget and other sources to allow development of New enabling infrastructure	
Public safety risks due to roads and storm water infrastructure	

KFA 26: Water and Sanitation Services and Infrastructure

KFA Description

It is a legal requirement that a Municipality prepares a Water Services Development Master Plan (WSDP) to progressively ensure efficient affordable, economical and sustainable access to water and sanitation services that promote sustainable livelihoods and economic development. A new plan must be developed at least once every five years and updated as necessary and appropriate in the interim years. The Water Services Development plan was reviewed and approved by Council. Annual Water Services audits are also performed. The WSDP together with Bulk Water Supply and Sewer System Master Plans determine financial requirements for infrastructure maintenance, asset management and capacity augmentation. All formal erven have access to metered water and sewer connections. Informal areas are serviced by communal toilets and water stand pipes.

The current system to be operated and maintained is as follows:

Water Infrastructure:

- Pipelines - 650 kilometres;
- Reservoirs -29;
- Pump stations – 16;
- Dams – 4; and
- Water connections – 41838.

Sanitation Infrastructure:










- Pipelines - 601 kilometres
- Pump stations - 19
- Sewer connections - 35,899
- Waste Water Treatment Plants - 6
- Bulk pump stations – 8

Water and Sanitation Services:

Water and sanitation services are limited to potable water supply systems and domestic waste-water and sewerage disposal systems. Access to sanitation is one of the most important basic services as it concerns the health and dignity of human beings. Municipal Services (within the urban area) are available to all schools, clinics etc. It is however the responsibility of an owner/school to apply to be connected to the applicable service. A connection fee and service deposit are payable before the service can be rendered. There are no backlogs within the urban area. Sewage tanker services are provided to Rural Schools, where the schools and clinics are not connected to the municipal gravitation system.

Key Challenges and Rating

Table 48: KFA 26 – Key Challenges and Rating

Challenges/Issues	Rating
Aged infrastructure	
New bulk infrastructure	
New network reticulation	
New water resources	
Water loss management	
Basic services (water & sanitation) to informal settlements	
Development enabling infrastructure	
Waste Water Treatment Works Capacity	
Master Planning	

KFA 27: Solid Waste Management and Infrastructure**KFA Description**

Drakenstein has adopted an Integrated Waste Management Plan in order to address the challenges of Waste Management in line with the National Waste Strategy. Actions within the plan as well as the review of the plan, is a continuous process. All formal erven are serviced by a kerbside, wheelie bin refuse removal system once a week. Informal erven are serviced by door-to-door black bag or central skip removal at least once a week.

Solid Waste Management Services:

The Municipality is responsible for refuse collection services, solid waste disposal and treatment, management of solid waste facilities, waste minimisation, street sweeping and cleaning of open undeveloped municipal erven. The aim is to meet basic community needs through the provision of affordable and sustainable waste management services and the provision of a clean and healthy environment. Source-separation of recyclable waste has been implemented in various areas. Recyclable waste is separately collected from participating households and taken to sorting facilities in Paarl and Wellington. This promotes waste diversion which is aligned with legislative requirements as well as the Integrated Waste Management Plan (IWMP).

The 3rd generation Integrated Waste Management Plan is being reviewed for adoption and implementation. The former illegal informal recyclers have been incorporated in the wastetreprenuers initiative of the Municipality. Mini drop-offs have been built to address illegal dumping in high-density and informal areas.










Basic waste management information is as follows:

- On average 37,500 formal households are being serviced weekly;
- 42 registered informal settlements, with 5999 structures are serviced weekly;
- 34,943.42 tons of solid waste has been disposed at the Wellington Solid Waste Disposal Site during 2018/2019;
- 12,461.82 tons of waste has been diverted from the landfill during 2018/2019; and
- An average of 150km of streets are manually swept per month

The statistical information is based on the 2018/2019 financial year.

Key Challenges and Rating

Table 49: KFA 27 – Key Challenges and Rating

Challenges/Issues	Rating
Alternative to Landfill	
Landfill operation optimisation	
Landfill compliance	
Rehabilitation of old landfill sites	
Illegal dumping/Area cleaning	
Waste minimisation	
Solid waste removal in informal settlements	
Norms & standards compliance	
Master planning	

KFA 28: Municipal and Public Facilities**KFA Description**

Annually, provision is made in the capital and operational budgets for maintenance and upgrading of municipal owned properties and facilities. Community needs, as well as regular inspections conducted at facilities are used to inform the budget.

The Thusong Programme is essentially establishing as a one-stop centre providing integrated service and information from government, to communities close to where they live as part of a comprehensive strategy to better their lives. The Municipality makes use of a functionality score card which was developed by the Provincial Department of Local Government for Thusong Service Centres. This score card serves as a concise management reporting system describing the operational functionality of Thusong Service Centres.

Thusong Centre Functionality Score Card:

The Paarl-East Thusong Service Centre is categorised as a well-functioning Thusong Service Centre with an overall score of 75%. It also provides computer training opportunities in three dedicated computer laboratories. At the Mbekweni Thusong 33 663 people visited the facility and at Paarl East 28,211 people visited, to make use of the services provided.

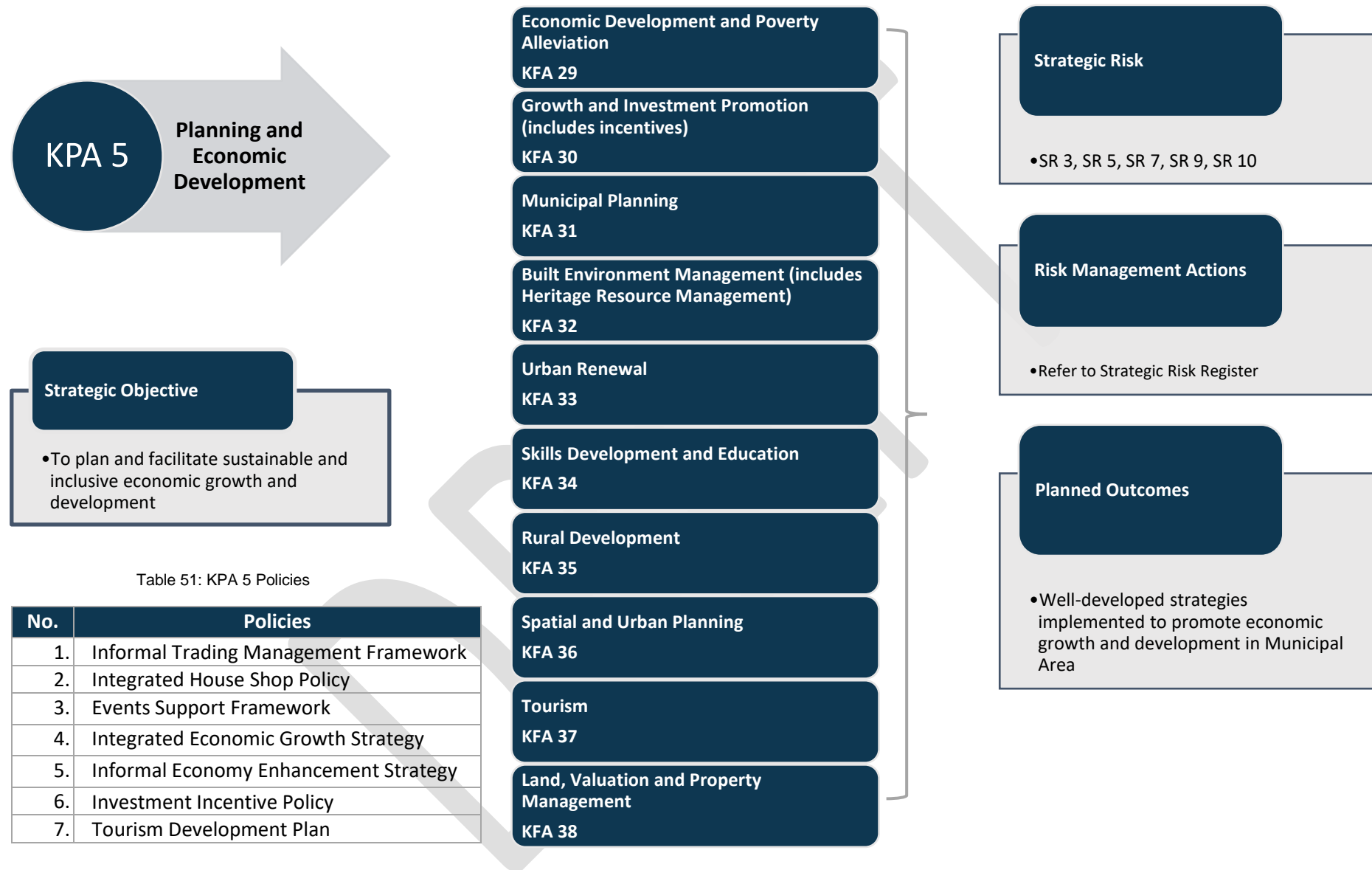
Based on the score card above, the following key areas are being attended to by the municipality:

- Prioritising the appointment of a dedicated Thusong Service Centre Manager or Administrator to manage the daily operations of the centre;
- The submission of reports and good news stories on a quarterly basis to promote/ showcase functionality of the Mbekweni and Paarl East Thusong Service Centre;
- Budgeting for the Thusong Programme holistically, including the outreach components (i.e. Thusong Mobiles and Thusong Extensions); and
- Expanding the basket of services to include economic and social development programmes.

The municipality is also committed to utilising the Thusong Programme as a vehicle to achieve strategic social and economic priorities identified within the IDP. The two Thusong facilities are managed according to the Six Block Model prescribed by national government. It houses six national government s, including SASSA, the Department of Social Services and Consumer Protection. It also houses six NGO's including Arise and Shine (Disabled Forum), Down Syndrome Association, Gender Violence Research Initiative (MRC study), HIV/Aids research study (University of Stellenbosch) and the CDW programme.

Table 50: KFA 28 – Key Challenges and Rating

Challenges/Issues	Rating
MAINTENANCE OF MUNICIPAL PUBLIC FACILITIES:	
Safmarine Community hall	☹
Gouda Community Hall	☹
Saron Community Hall	☹
Colibri Community Hall	☹
Paarl Town Hall	☹
Wellington Town Hall	☹
Mbekweni Community Hall	☹
Fairyland Community Hall	☹
Simondium Community Hall	☹
Public Ablutions: Paarl Patriotplein	☹
Public Ablutions: Paarl Wamakersplein	☹
Public Ablutions: Paarl Shoprite, Waterkant Street	☹
Public Ablutions: Paarl Shoprite, Lackay Street	☹
Public Ablutions: Paarl New Taxi Rank	☹
Public Ablutions: Paarl, Van der Ploelsplein	☹
Public Ablutions: Paarl, Next to Mbekweni Community Hall	☹
Public Ablutions: Paarl, Bergrivier Boulevard	☹
Public Ablutions: Wellington, Victoria Park	☹
Public Ablutions: Huguenot Plein, Station Street	☹
Public Ablutions: Pick n Pay, Wellington	☹
Public Ablutions: Wellington, Weltevrede	☹
Public Ablutions: Wellington, Joubert Street	☹
Public Ablutions: Wellington, Mannies	☹
Maintenance of Sport Facilities	☹
Maintenance of Resorts	☹
Green Building Initiatives	☹



Analysis of Internal and External Factors (The Current State):

Drakenstein has a history that will continue to impact its present and future. Due to hard geographic and spatial borders along the river, the train line and the main road to support segregation, it will be very difficult to undo the prevailing impacts of spatial apartheid and the “tale of two cities. The key challenges to which Drakenstein must respond are:

Micro Environment (Internal):

- Continually striving towards efficiency in order to attract investment, development and growth;
- Minimise red tape and bureaucracy;
- Ensure long-term financial sustainability; and
- Create a SMART City of Excellence.

Macro Environment (External):

- Jobless growth: which data indicates (such as investment, building plans and land use applications) indicate growth since the 2008 economic decline the labour force is characterised by a relatively large proportion of unskilled labour;
- Changes in land use at national level, i.e. expropriation;
- Agriculture as the base of the economy: the sector comprised R1.337 billion (or 7.3 per cent) of the Municipality’s GDP in 2016. It displayed steady growth of 2.4 per cent for the period 2005 -2015, but slowed down to 0.3 per cent between 2010 and 2015;
- Economic exclusion and lack of social cohesion;
- Quality of education and skills development: the literacy rate in Drakenstein was recorded at 44.8 per cent in 2011 which is higher than the average literacy rates of the Cape Winelands District (81.7 per cent) and the rest of South African (80.9 per cent) but is lower than the Western Cape (87.2 per cent);
- Economic development in general and local business development in particular: the municipality must facilitate business development, growth and retention; and
- Business Resilience and Relevance to effectively respond to the Fourth Industrial Revolution.

KFA 29: Economic Development and Poverty Alleviation**KFA Description**

Economic development is the process by which the economic well-being and quality of life of a nation, region or local community are improved. This happens when economic production expands and creates decent jobs that provide an income for households. The Integrated Economic Growth Strategy serves as the long-term strategic plan that will facilitate inclusive sustainable economic growth and alleviate poverty overtime.

Job Creation:

Job creation and economic growth remain one of Drakenstein Municipality’s key strategic priorities. The Municipality continues to channel resources towards facilitating sustainable solutions to unlock job creation opportunities.

Economic Overview:

Drakenstein municipal economy, the largest municipality in the Western Cape outside the City of Cape Town, contributed R21.3 billion to the Cape Winelands District economy in 2017, the largest contribution compared to all other local municipal areas in the region. During the next five years the municipality will focus on establishing a set of strategic enablers aimed at improving the ease of doing business, facilitating industrial and tourism infrastructure, facilitate an enabling environment to increase private sector fibre coverage, enhancing water security, skills development, and promoting small businesses development to diversify and strengthen the economy.

Poverty Alleviation:

This program focuses on 11 food and nutrition centres that have been established throughout the Drakenstein Municipal Areas. These centres are managed and supported by the Community Development Section and provide an average of 240 meals for 3 days per week.

Key Challenges and Rating

Table 52: KFA 29 – Key Challenges and Rating

Challenges/Issues	Rating
Scarcity of job opportunities and lack of economic opportunities;	☹️
Inter-generational poverty cycle and dependency cycle	☹️
SMME and Entrepreneurship Development	😊
Informal Economy Enhancement Strategy	😊
Addressing the digital divide and unemployment	☹️
Development of Small Business linkages	😊
Enhancing Small Business support	☹️

KFA 30: Growth and Investment Promotion

KFA Description

Drakenstein has the largest economy in the Winelands district. The Gross Domestic Product - Regional (GDP-R) was R10.3 billion in 2007 increasing to R19.8 billion in 2016 (current prices). Research has shown that a major risk for Drakenstein's economy is that it is not sufficiently diversified and it is vulnerable to events such as drought and other external factors. The Integrated Economic Growth Strategy continuously emphasises the importance of enhancing investment facilitation and to ease doing business to ensure that the municipality becomes the investment destination of choice in Cape Winelands.

A recent business survey further highlighted the municipality's favoured locational advantage, a good quality lifestyle and skills availability as positive factors to attract investment. Similarly, a number of constraints hindering accelerated investment were also cited. This included; lack of sufficient broadband access, business infrastructure (industrial parks), small business development and further skills development.

The table below gives the real GDP growth rates for the Drakenstein economy over the past five years:

Table 53: KFA 30 – Real GDP Growth (%)

Year	Real GDP Growth (%)
2013	2.6%
2014	2.7%
2015	1.3%
2016	0.7%
2017	1.7%
2018	0.7%

Table 54: KFA 30 – Value/Output of Key Economic Activities

Economic Activity by Sector			
R' 000 000			
Sector	2016/2017	2017/2018	2018/2019
Agriculture, forestry and fishing	1,337	1,409	1,498
Mining and quarrying	46	62	59
Manufacturing	3,044	3,238	3,312
Electricity, gas and water	514	564	599
Construction	1,560	1,653	1,697
Wholesale, retail trade, catering and accommodation	3,590	3,810	4,010
Transport, storage and communication	1,731	1,846	1,903
Finance, insurance, real estate and business services	4,218	4,555	4,688
Government, community and social services	2,130	2,310	2,436
Community, social and personal services	1,647	1,792	1,881
Total	19 816	21 239	22 083

Key Challenges and Rating

Table 55: KFA 30 – Key Challenges and Rating

Challenges/Issues	Rating
Ensure investor facilitation, investment promotion and ease of doing business	😊
Development and implementation of an Investment Incentive policy	😊
Development and implementation of an Investment Incentive policy	😊
Development Contribution Policy	😊
Proactive engagement with big role-players to plan together in order to attract investment	😊

KFA 31: Municipal Planning

KFA Description

The purpose of Land Use Planning is to enhance the living quality of all residents and to cater for sustainable progression/growth, through the creation of an environment that facilitates orderly and predictable

development throughout the entire Drakenstein Municipal area. The division is responsible for the processing of applications for land use changes (by means of rezoning, consent uses, departures, temporary departures, amendment of conditions of approval and removal of restrictive title conditions) and farm subdivision applications, as well as the scrutinizing of building plans for compliance with zoning parameters and attending to illegal land uses.

The most important instrument used in land use management is the Land Use Management System – LUMS (previously Zoning Scheme Regulations). It must be noted that four different sets are currently in existence/operation for different parts of the Municipality. In order to comply with the provisions of new planning legislation, adopt and utilize best practice, trends and to cater for local economic development; a new single and integrated LUMS for the whole of the Drakenstein Municipal area is being developed.

The Municipality developed and adopted its own Bylaw on Municipal Land Use Planning. In terms of the new delegation system, all Municipal land use planning applications are either decided by an Authorized Official, or a Municipal Planning Tribunal, with a general right of appeal to the Executive Mayor being the Appeal Authority.

The Building Control Section is responsible for the circulation and approval of building plans, in terms of the National Building Regulations and Standards Act (Act 103 of 1977), for any building work to be executed on a site, i.e. the construction of new dwellings and other buildings, extensions and alterations to dwellings and other buildings, the erection of boundary walls and advertising signs, as well as the construction of swimming pools.

Key Challenges and Rating

Table 56: KFA 31 - Key Challenges and Rating

Challenges/Issues	Rating
Maintain legislative timeframes for the commenting of building plan application, inspections, the issuing of Certificate of Occupations	😊
Expedite completion notices of various projects to internal role-players (finance and rates)	😊
Expedite land use application processes via an electronic system, ongoing revision of the LUMS, as well as the ongoing revision of the Municipal Planning Bylaw and Policies.	😊
Increase oversight and management of liquor outlets	😞

KFA 32: Built Environment Management (includes Heritage Resource Management)

KFA Description

Building regulations

The function of the building regulations and standards legislation is to regulate building development. This includes the processing and assessment of new building plan applications, the monitoring of building work to ensure compliance with the approved building plan and to implement appropriate action where unauthorised building activities occur. These actions all form the basis for the promotion of orderly building development that will benefit and promote the living environment of the citizens. In order to expedite building plan

applications, building inspections and action against unauthorised building work, the electronic application module will be reviewed, expanded and upgraded to enhance effective, efficient and expedient approval of building plan applications.






The protection of Drakenstein's rich and diverse heritage is a priority for the municipality. Heritage assets can be buildings, monuments, sites, places, areas or landscapes which have been positively identified as having a degree of significance. The interest of a heritage asset may be archaeological, architectural, artistic or historic. Many of these assets have a local, communal value. Some have statutory protection through designation such as listed buildings or scheduled monuments; others are recognised as important internationally, such as World Heritage Sites. Heritage assets are non-renewable resources which can bring social, economic and environmental benefits through their conservation.

Community-based organisations and volunteers play an increasing role in protection of our natural and built heritage assets. Many of these are heritage assets – historic buildings, monuments, places or landscapes which have significance and are valued by the community.

In terms of relevant legislation, the municipality will be seeking to devolve appropriate functions to the municipality in order to expedite heritage processes. In conjunction with this, the Constitutions of the two Heritage Committees (Paarl and Wellington) are being reviewed with the possibility to amalgamate the two committees into one.

Key Challenges and Rating

Table 57: KFA 32 - Key Challenges and Rating

Challenges/Issues	Rating
Development of a Heritage Bylaw	
Heritage Committees to be duly constituted upon finalisation of the Constitution	
Develop and maintain a Heritage Register	
Heritage areas require approval i.t.o the NHRA	
Develop a Cultural Heritage Strategy for the municipality	

KFA 33: Urban Renewal










KFA Description

Urban renewal, or urban regeneration is a program of land redevelopment in areas of moderate to high density urban land use. Changes in the spatial economy can easily create imbalances in the urban environment and this requires mitigation. The impact of renewal on the urban environment cannot be underestimated and plays an important role in the history and demographics of cities.

Urban renewal involves the relocation of businesses, the demolition of structures, and the use of public assets to revitalise the urban milieu for the benefit of all its users. Policies such as Special Ratings Areas, Restructuring Zones and Special Use Areas are tools to assist in renewal. The Urban Renewal of the business areas in Paarl and Wellington remain a priority. A Special Ratings Area policy has been developed and once approved the Paarl and Wellington Central Business Districts (amongst other areas) can be declared as Special Rating Areas (SRAs) to encourage investors to upgrade the CBD areas in these specific towns.

Key Challenges and Rating

Table 58: KFA 33 – Key Challenges and Rating

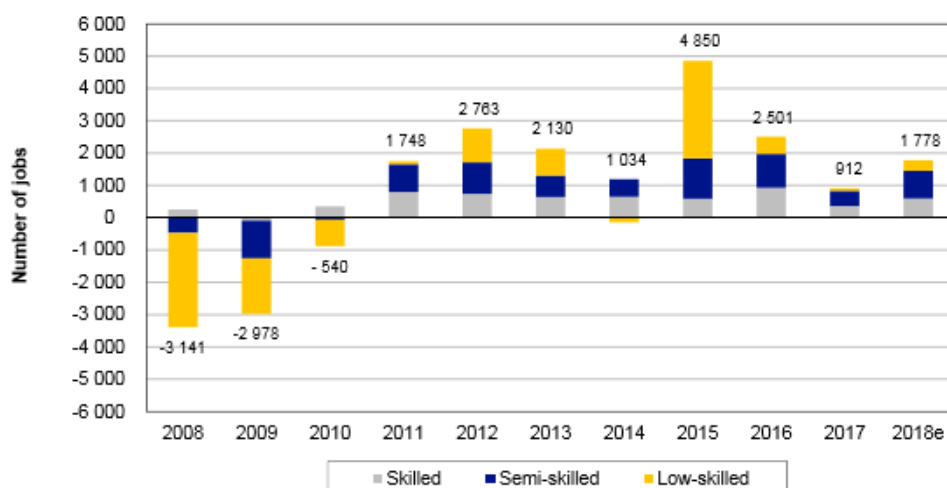
Challenges/Issues	Rating
Consistency to manage illegal construction work (backyard dwellers, signage, all other buildings), etc.	
Lack of good quality public transport system	
Implementation of Wellington Urban Design Framework	
Development of Spatial Directives and an Urban Design Framework for Paarl Hamlet Node/ Gateway and De Poort	
Development of a Local Spatial Development Framework for Paarl CBD and Surrounds	
Identification, acquisition and appropriate use of well-located land.	
Disinvestment from CBD areas and lack of communication amongst all stakeholders and role players.	
Prevalence of crime and grime in CBD's	
Lack of suitable/diverse and well-located housing opportunities and need for social integration	

KFA 34: Skills Development and Education

KFA Description

The approved Integrated Economic Growth Strategy identifies Skills Development as a strategic enabler to facilitate sustainable and inclusive economic growth. The implementation framework for Skills Development includes a strategic short, medium- and long-term approach targeting high school education, unskilled pre- and post- matric, higher education, and workforce skilling and re-skilling. The municipal area employs the majority of working persons in the Winelands District which is linked to the labour-intensive nature of the service industries. Between 2008 and 2011, low- and semi-skilled workers experienced significant job losses, with the largest proportion of job losses experienced by low-skilled workers. Within the same period, skilled workers experienced improvements in employment, albeit marginal.

Figure 8: Drakenstein employment growth by skills level, 2008 - 2018



Source: Quantec Research, 2019 (e denotes estimate)

Many low-skilled persons who have been absorbed into the workforce are in the agriculture, forestry and fishing sector, followed by the community, social and personal services sector. With the exception of the agriculture, forestry and fishing and community, social and personal services sectors, the spread of semi-skilled personnel is proportional across other sectors. The demand for skilled people is highest in the finance, insurance, real estate, business services and general government sectors. During the next five years the municipality will focus on the implementation of the short-term interventions to develop a common local agenda for skills development.

Key Challenges and Rating

Table 59: KFA 34 – Key Challenges and Rating

Challenges/Issues	Rating
Lack of relevant training to meet sector needs and there exists a big gap between the Skills needs and Demands	☹️
No integration and proper planning of the skills development value chain	☹️
Lack of educational resources and access to technology (e-learning)	☹️
Lack of suitable skills for the Gaming Sector	☹️
Lack of financial assistance for youth to access education	😊
Potential for inconsistency in the interpretation of legislation	☹️

KFA 35: Rural Development

KFA Description

The National Department of Agriculture, Rural Development and Land Reform has a mandate to deliver vibrant, equitable and sustainable rural communities and food security for all. However, it is expected that municipalities play a critical role and form part of the implementation which drives the achievement of this mandate, for the following reasons:

- Local government is closest to the people;
- Municipalities have a constitutional mandate to undertake a developmental approach in implementing policies and programmes; and
- Municipalities are required to exercise powers and functions to maximize the impact of social development, meeting needs of poor and ensuring growth of local economy, as per applicable legislation. This is also proposed in the SALGA position regarding the role of municipalities in agriculture.

In order to meet the basic needs of rural and farming communities, Municipalities should:

- Establish an environment that will contribute and/ or result in transformed rural communities, in a sustainable manner (facilitation, processes);
- Actively engage with spheres of government and partners, stakeholders and rural communities; and
- Co-operate and align policies and programmes with other government entities.

DM has 33 wards, of which nine (27%) are considered as rural. The municipality strives to alleviate poverty in rural areas through human resource development and the implementation of sustainable socio-economic development programmes. In June 2018 Council approved the Rural Development Strategy for Drakenstein Municipality in which Vision 2032 for Rural Development is being quoted as: “A sustainable rural economy through partnership and innovation.” The core focus of the Rural Development Strategy is to facilitate change in our citizens’ environments to enable the poor to earn more, invest in themselves and their communities and to contribute towards maintenance of key infrastructure.

The strategy proposes a ward-based approach to rural development in the nine rural wards of Drakenstein, linked to the IDP of the municipality. It furthermore suggests that rural development should be practiced holistically through a programme approach and should be managed in partnership with national, provincial and local partners (triad approach).

Key Challenges and Ratings

Table 60: KFA 35 – Key Challenges and Rating

Challenges/Issues	Rating
Lack of Food security initiatives within the rural hinterland	☹️
Inadequate spatial planning in rural areas	☹️
Lack of financial assistance for youth to access education	😊
Lack of economic opportunities for rural youth and vulnerable	☹️
Ineffective communication	😊
Improvement of Basic Education facilities	😊
Ineffective communication on the efforts made to improve the livelihoods of rural communities	😊

KFA 36: Spatial and Urban Planning**KFA Description**

Urban planning is a technical and political process concerned with the development and use of land, planning permissions, protection and use of the environment, public interest and infrastructure, such as transportation, communications, and distribution networks. Spatial planning refers to the methods and approaches used by the public and private sector to influence the distribution of people and activities in spaces of various scales. Spatial planning can be defined as the coordination of practices and policies affecting spatial organisation.

The primary document setting out the spatial strategy for municipalities is the Spatial Development Framework (SDF). The SDF is drafted for a five-year cycle and reviewed annually – similar to that of the IDP. A new Spatial Development Framework (SDF) is currently being compiled and it is envisioned to be completed by March 2020 and adopted by Council at the end of May 2020, as a component of the IDP. The draft SDF makes provision for the development of precinct plans or spatial development plans for focus areas.

The following planning instruments are also utilised in conjunction with the SDF when planning and implementing spatial planning projects:







- The Urban Design Framework was for the Wellington CBD;
- A Paarl CBD and surrounds Local Spatial Development Framework (LSDF), which covers the area of the Paarl CBD, the Waterfront Site, Arboretum, the Huguenot Station, and the Klein Drakenstein Road area, which was adopted by Council in September 2019;
- The Paarl Hamlet Urban Design Framework & De Poort Business Plan, which is in the process being compiled; and
- The Klapmuts North LSDF was commissioned in 2018, and was adopted by Council at the end of September 2019.

A number of projects and precinct plans will be undertaken over the next five years. These include:

- Land Audit (as an informant to next SDF);
- South of the N1 LSDF;
- Paarl East Precinct Plan; and
- Mbekweni Precinct Plan.

Key Challenges and Ratings

Table 61: KFA 36 – Key Challenges and Rating

Challenges/Issues	Rating
Need for a Social Contribution Policy to drive Corporate Social Investment	
Limited Spatial Directives for south of the N1	
Complete LSDF for Klapmuts	
Exemption of certain appropriate areas from Act 70 of 1970	
Exemption of certain appropriate areas from Act 70 of 1970	
Cemetery Space	

KFA 37: Tourism**KFA Description**

Recent Tourism statistics released clearly showed the damaging effect the drought and water shortages had on the sector in the Western Cape. Furthermore, nationally year on year growth in total foreign direct spend decreased substantially from a high in 2016 of 13% to 2.2 %. Although the Western Cape has maintained a small year on year growth of 0.2% factors such as the challenging economic climate. Unabridged birth certificate and visa requirements and safety and security concerns have definitely placed further strain on international arrivals.

Despite these challenges, Tourism still remains one of the Growth Sectors in the Western Cape Economy and similarly in Drakenstein. Therefore, it is important to continue to invest a significant amount of time and effort to demonstrate its commitment to facilitate an enabling environment for this sector to grow.

Council approved a **Tourism Development Plan** which outlines a comprehensive long-term plan that is aligned to the Vision 2032 strategy. This plan sets out short, medium and long –term goals to ensure preparedness to become a leading global destination which offers unique value for money tourism experiences. This plan focuses on 7 (seven) strategic pillars:

- Tourism infrastructure;
- Tourism Investment;
- Human Capital Development;
- Spatial Transformation;
- Product Development;
- Destination Marketing; and
- Sustainable Tourism.

Key Challenges and Rating

Table 62: KFA 37 – Key Challenges and Rating

Challenges/Issues	Rating
Limited transformation in the Tourism industry	
Lack of common strategic driver for local tourism	
Limited Tourism Infrastructure	
Lack of Sports Tourism focus	
Need to identify focused Events and MICE Strategy	
Drive to increase Drakenstein as a film opportunity	

KFA 38: Land, Valuation and Property Management**KFA Description****Land Survey:**

The purpose of the Land Survey Section is to provide a technical support service regarding land-related matters, to provide for the orderly and efficient development of land and to ensure proper control in respect of the subdivision of land within the urban environment. The section is responsible for the processing of land development applications (e.g. urban land subdivisions, removal of restrictive title conditions prohibiting land subdivision, encroachments, road and public place closures) scrutinising of building plans in respect of property and cadastral information, providing land information to assist the public, recommending whether or not rates clearance for the transfer of erven and farms within the municipal area may be issued, assisting other departments with land survey tasks and the verification of municipal property boundaries using land survey methods.

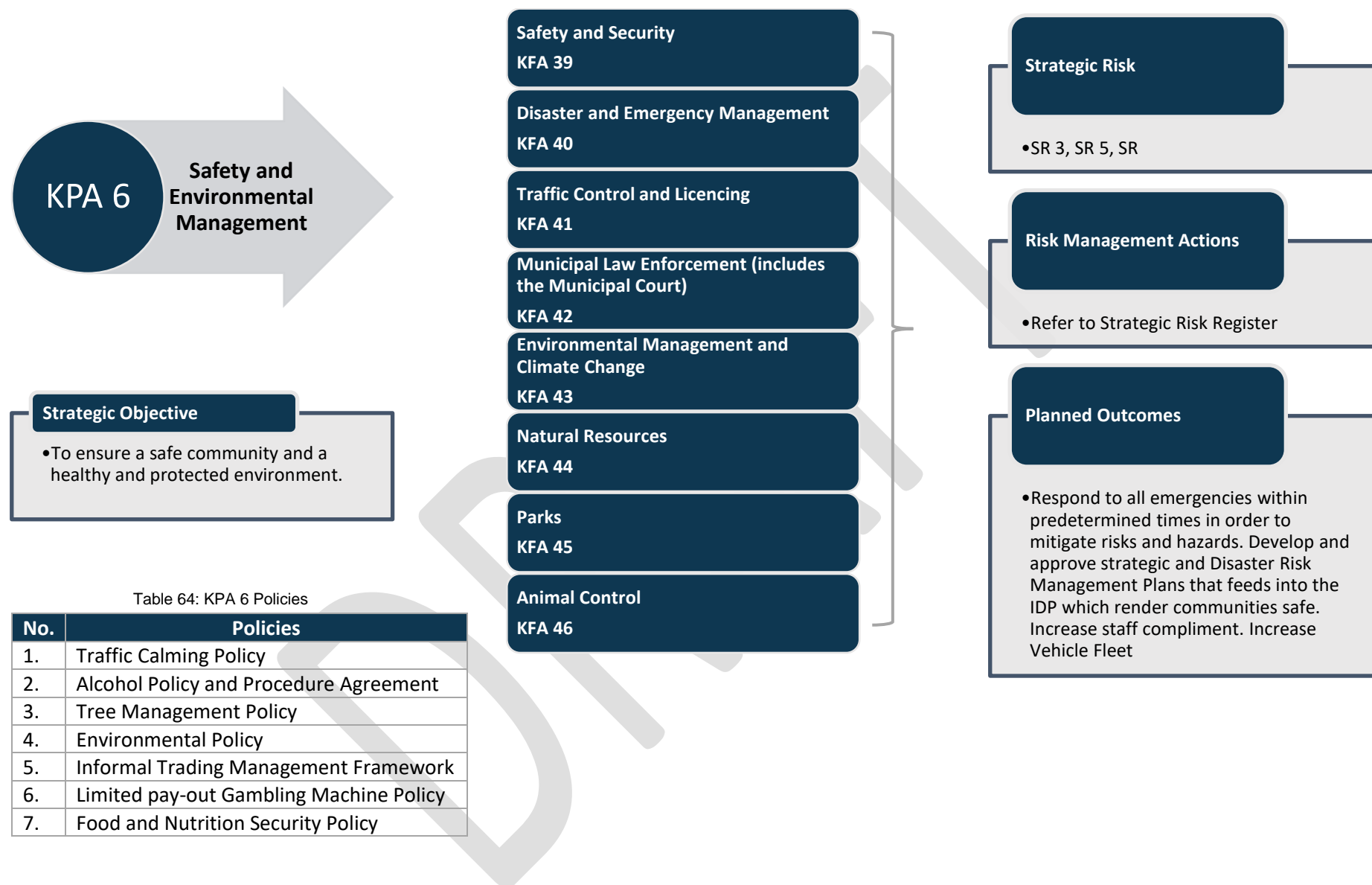
Valuations:

The purpose of the Valuation Section is to establish and maintain a reliable property valuation roll with accurate valuations, as the basis for levying municipal property taxes. The section is responsible for the appointment of a service provider for the compilation of the General Valuation (GV) Roll every four years, the implementation thereof and Supplementary Valuation (SV) Rolls at least bi-annually, except for the year during which the new General Valuation Roll is implemented, when only one SV is undertaken. The General Valuation Roll 2016 will be implemented on 01 July 2017 and will be valid until 30 June 2021.

Key Challenges and Rating

Table 63: KFA 38 – Key Challenges and Rating

Challenges/Issues	Rating
Compile the 2020 General Valuation Roll	☹️



Analysis of Internal and External Factors (The Current State)

- Continually striving towards a sustainable and secure environment in order to attract development and growth; and
- Internal alignment and enhancement of environmental management.

KFA 39: Safety and Security

KFA Description

Drakenstein Municipality has plans to grow as a preferred investment destination. The issue of security and public safety, is understood as a functional prerequisite for a thriving, harmonious and peaceful social development. Security and public safety are becoming a priority for local as well as national governments, in recent years, in spite of it being long established as a key dimension of government.



Public Safety in particular, has been understood as the mitigation and prevention of incidents threatening the safety of the public but also the protection of the public in the face of such incidents. These incidents include criminal behaviour, natural or man-made disasters, such as crimes, floods, storms, traffic accidents, fire accidents, mass violence, service delivery protests, water safety, network security, to name but a few.

As part of the Safety Strategy, Drakenstein has developed a community safety plan through a comprehensive consultative process that involved all stakeholders with the aim of ensuring that this plan is owned by all stakeholders. The Public Safety Plan is a document that organises the activities of the local Drakenstein Smart and Safety Network (DSSN) to maintain public order and safety for all the residents.

The importance of this joint partnership is to emphasize our working relationship as safety partners and stakeholders to ensure social integration and economic development take place in a safe and conducive environment. Going forward the introduction of technology in the safety spectrum is paramount to efficient and effective service delivery. The Centralised Control Room provides a common hub for maintenance planning, helping the Municipality move from reactive to predictive maintenance.

Key Challenges and Ratings

Table 65: KFA 39 – Key Challenges and Rating

Challenges/Issues	Rating
CCTV Coverage	
24-hr Control room	

KFA 40: Disaster and Emergency Management

Functionally, the Fire Department is divided into three functional sections, namely: Operations; Training and Support services; Fire Safety and Disaster Risk Management. Within these functional areas, the following activities take place or are conducted:

- Operations: (Staffing levels – 66 Officers and Firefighters):**

The division operates a 24-hour service and an emergency control centre, which responds to all incidents in the Municipal Area within predetermined times. The Municipality is proud to report that it achieves these goals most of the time due to the geographical location of all fire stations.

- Professional Fire-Fighter Training and Support Services:**










DM is accredited as a Fire Training Centre and provides professional firefighting training to all appointed Fire Service personnel and to neighbouring fire services. The training centre also complements other accredited training centres in the region. The objective of continuous training is to improve the skills and development of the firefighting personnel in order to provide a professional service to the communities we serve.

The Fire Service operates a 24-hour emergency control and dispatch centre. All emergency calls are received by the centre and, depending on the emergency, the relevant vehicles are dispatched to attend to the incidents. The unit offers support to professionally trained fire fighters who respond to rescue and medical incidents, chemical incidents, other special services calls such as flooding. The unit is also responsible for the processing of event applications.

- Fire Safety and Disaster Management:**

This division focuses on risk, and building inspections, compliance with the National Building Regulations and the Building Standards Act, and related Bylaws. Events Management also falls within this section.

Table 66: KFA 40 – Key Challenges and Rating

Challenges/Issues	Rating
Disaster Management Centre	
Disaster Management Plan	
Turn-around strategic plan SANS	
Weight and speed of response as per SANS 10900 – Community Protection against fire	
Disaster Manager Advisory Forum	
Stakeholder engagement/Service Level Agreements: Cape Winelands District Municipality, Provincial Government, Drakenstein Farm Watch, Valcare and EMS	
Community Safety and Awareness Programmes	
Installation of smoke detectors in informal settlements	
The use of technology:	
Drones	
Fire Web Emergency Dispatch	
Control Software	

KFA 41: Traffic Control & Licensing**KFA Description**

One of the most pressing issues facing modern society today, both globally and particularly within the South African context is road safety. By 2030, road traffic crashes are expected to become the fifth leading cause of fatalities worldwide, overtaking AIDS, tuberculosis, and cancers of the trachea, bronchus, and lungs; according to the World Health Organization (WHO). The significant impact of road carnage on the economy and society at large provides a convincing case for decisive policies and strategies to address the problem. The high number of Road Traffic Crashes (RTCs) and its associated consequences has a significant impact on the South African society which continues to hamper socio-economic development and impact on the well-being of all South Africans.




The main purpose of this section is not only to prosecute offenders but the educating and training of road users, encouraging good road user behaviour through enforcement, managing accurate and complete data to inform strategy, ensuring road infrastructure and environment must be forgiving and secure.

The main activities undertaken are:

- Apprehending offenders who talk on cell phones while driving, red light and stop street violations, failure to wear seatbelts, excessive speeding, taxis, and red and yellow line offences – all the aforementioned contributed to a high accident rate; illegal number plates and driving under the influence of alcohol;
- Dealing with illegal dumping, illegal occupation of Municipal property and vagrancy throughout Drakenstein;
- Corrective measures taken inter alia include the commissioning of red light and speed violation cameras, selective law enforcement on safety belts, cell phones, number plates and public transport. The construction to erect a public transport impoundment facility is well underway. This included regular roadblocks in conjunction with the South African Police Services (SAPS);
- The implementation of mobile cameras to effectively deal with excessive speed;
- Traffic safety talks at various institutions to address irresponsible driver behaviour and pedestrian safety; and
- Training of Law enforcement officers to effectively deal with Municipal Bylaws.

Key Challenges and Rating

Table 67: KFA 41 – Key Challenges and Rating

Challenges/Issues	Rating
Upgrade Dal Josaphat Traffic Centre	
Turn-around strategic plan	
Electronic MVR licensing renewal	

KFA 42: Municipal Law Enforcement (including Municipal Court)**KFA Description**

The general priority of the Law Enforcement Section is to ensure that the community is adhering to the Bylaws of Drakenstein Municipality. This unit works hand in hand with SAPS, Farm Watch, Neighborhood Watches, Community Policing Forums, Department of Home Affairs, Correctional Services, Private Security Services, TRU, Traffic and Bylaw Enforcement.

Information obtained from various IDP and public participation encounters with the community they echoed and expressed the following expectations to the Municipality:

- Reduce crime;
- Improve safety;
- Rapid response to emergency calls;
- High visibility patrols;
- Reduce traffic accidents and infringements;
- Build and maintain relationships in order to enhance capability to fight crime;
- Adopt and implement Batho Pele principles;
- Enhance the operations and patrols during festive and peak seasons especially in high risk areas; and
- Maintain a disciplined staff environment.

The implementation of the Bobbies on the Beat project visible foot patrol through the CBD is done on a daily basis to increase visibility in order to create a safer environment. The Tactical Response Unit (TRU) was created in 2018 to provide resources and tactical support where the need is greater than the capabilities offered by the Law Enforcement Division. Regular special operations are conducted monthly with our safety networks with special emphasis on; demolishing of illegal structures; removal of vagrants; informal trading; illegal dumping; animal control; and abandoned vehicles.

Table 68: KFA 42 – Key Challenges and Rating

Challenges/Issues	Rating
Appointment of additional staff	😊
Farm & neighbourhood watches relationships	😊

KFA 43: Environmental Management and Climate Change**Environmental Management**

Drakenstein's role in integrated Environmental Management derives from the broad rights defined in Section 24 of the Constitution which states:

"Everyone has the right: to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development"

Strategic Environmental Planning (Policy Alignment, Implementation and Monitoring)

The Department of Environmental Affairs and Development Planning (DEA&DP) has developed a Draft Environmental Management Framework (EMF) as set out in the National Environmental Management Act (No 107 of 1998). The EMF has the primary purpose of guiding decision making in respect of the EIA Regulations within the area to which the EMF applies. In essence, it is a tool that aims to direct appropriate development to appropriate locations.

The Drakenstein EMF was submitted to the Provincial Minister for Local Government and Environmental Affairs and Development Planning, as well as gazetted for public comment. Then finalised by updating it with the latest Provincial Critical Biodiversity Areas that were compiled by Cape Nature. Currently the municipality is working with the DEA&DP to align the EMF with the Spatial Development Framework of the municipality. Both documents are strategic tools that guide decision making within the municipality and any conflict areas can be resolved through this process.







Climate Change:

Climate Change has the potential to pose a significant threat to our natural environment. In the Western Cape, projections suggest that climate change will bring about increased variability in rainfall, more frequent extreme events and increased temperatures. The recent drought that the Western Cape experienced made water conservation drives and water demand management programmes more crucial than ever before. A significant number of other past disasters in the Western Cape have also been associated with variable weather conditions. The natural assets and ecological diversity are some of the key factors that makes Drakenstein a unique place to establish a living.

The ecosystem services provided by the natural environment offer some of the most significant buffering opportunities for communities and infrastructure against the negative impacts of climate change. This is achieved through essential ecosystem services like food production, water supply, erosion control, nutrient cycling, pollination, raw materials (for wood crafts and building material), recreational and spiritual opportunities, etc. Therefore, it is imperative that climate change is mainstreamed throughout line departments by integrating it into all strategic objectives, policies, plans, strategies, operations, etc. It is not only an environmental function but should be implemented by all line departments. The Drakenstein Climate Change Response was approved by Council in 2018.

Key Challenges and Ratings

Table 69: KFA 43 – Key Challenges and Rating

Challenges/Issues	Rating
Need to include standard resilience conditions in development approvals	
Protect environmental resources and balance service delivery and environmental protection	
Increase environmental education and awareness especially at school level	
Lack of mainstreaming of climate change awareness within the organisation	
Need for transversal communication	
Lack of environmental strategy (overall) to support or link with socio-economic plans/strategies in order to achieve sustainable development	





KFA 44: Natural Resources

KFA Description

The environment is essential for human survival, well-being, cultural diversity and economic prosperity. Environmental goods and services are the benefits that people derive from nature and they include air, water, food and other basics such as medicines and fuel wood. These services are essential for human livelihoods and well-being and are particularly significant for the informal sector, where the dependence of people on the natural resource base is more direct. Drakenstein relies heavily on renewable and non-renewable natural resources and on the goods and services that ecosystems provide. Whilst the environment provides people with important goods and services, people and society as a whole have impacts on the environment and create 'pressures' which can lead to environmental change. A number of factors affect the condition of the environment, the most important of which are population size and economic development.

Key Challenges and Ratings

Table 70: KFA 44 – Key Challenges and Rating

Challenges/Issues	Rating
Environmental degradation of water resources	
Increase ambient air quality monitoring	
Need for formal conservation status of municipal conservation areas	
Potential for developments encroaching onto environmentally sensitive areas	

KFA 45: Parks

KFA Description

The Parks Section is responsible for the maintenance of Town Entrances, Parks, Trees, Nature Conservation and Pest Control. It also provides and maintains facilities such the Paarl Arboretum, Paarl Mountain Nature Reserve, Victoria Parks in Wellington and Paarl, which both are of heritage value. These sites have local and regional amenity value and hosts recreational activities such as informal sports and fitness /Park Runs; social activities such as parties, weddings and picnics; and outdoor activities such as day camps and hiking at Paarl Mountain Nature Reserve as well as major sporting events such as the annual Legends Runner Competition.

Town Entrances:

Drakenstein consists of 5 towns. The Department plays a vital role in the beautification of towns and creating a sense of place. The function includes planting and maintaining gardens, as well as planting of trees and grass maintenance.

Municipal Parks and Recreation:

The Municipality is rendering a parks and recreation service which concentrates on the following initiatives:

- Environmental Awareness Programmes;
- Removal of invasive alien vegetation;
- Planting of trees on sidewalks and parks;
- Maintaining existing and establishing new play parks; and
- Regular grass cutting at parks and town entrances.

Local Amenities and Public Places:

Public Spaces and local amenities are issues which are constantly raised during public engagement process. Management of public spaces as a separate entity has recently been established in order to address community concerns. In addition, the Municipality has adopted a “Cleaner” and “Greener” environmental programme. The current State of the Environment Report (SOER) provides a broad outlook of the current environmental patterns as well as possible contributing factors to environmental problems.

Key Challenges and Rating

Table 71: KFA 45 – Key Challenges and Rating

Challenges/Issues	Rating
Vandalism	☹️
Lack of funds for upgrade parks	☹️
Negative Perception of Parks Spaces	☹️
Recovering from the recent drought as many landscapes were removed due to a lack of water	☹️
The deployment of EPWP Park Warriors enables the Department to ensure some protection and nurtures some ownership of newly upgraded parks	😊

KFA 46: Animal Control**KFA Description**

This section deals with the management and control of stray animals on public roads.

Key Challenges and Rating

Table 72: KFA 46 – Key Challenges and Rating

Challenges/Issues	Rating
Purchase Trailer	😊
Appoint Pound-Master	😊
Respond to Live-Stock Complaints	😞

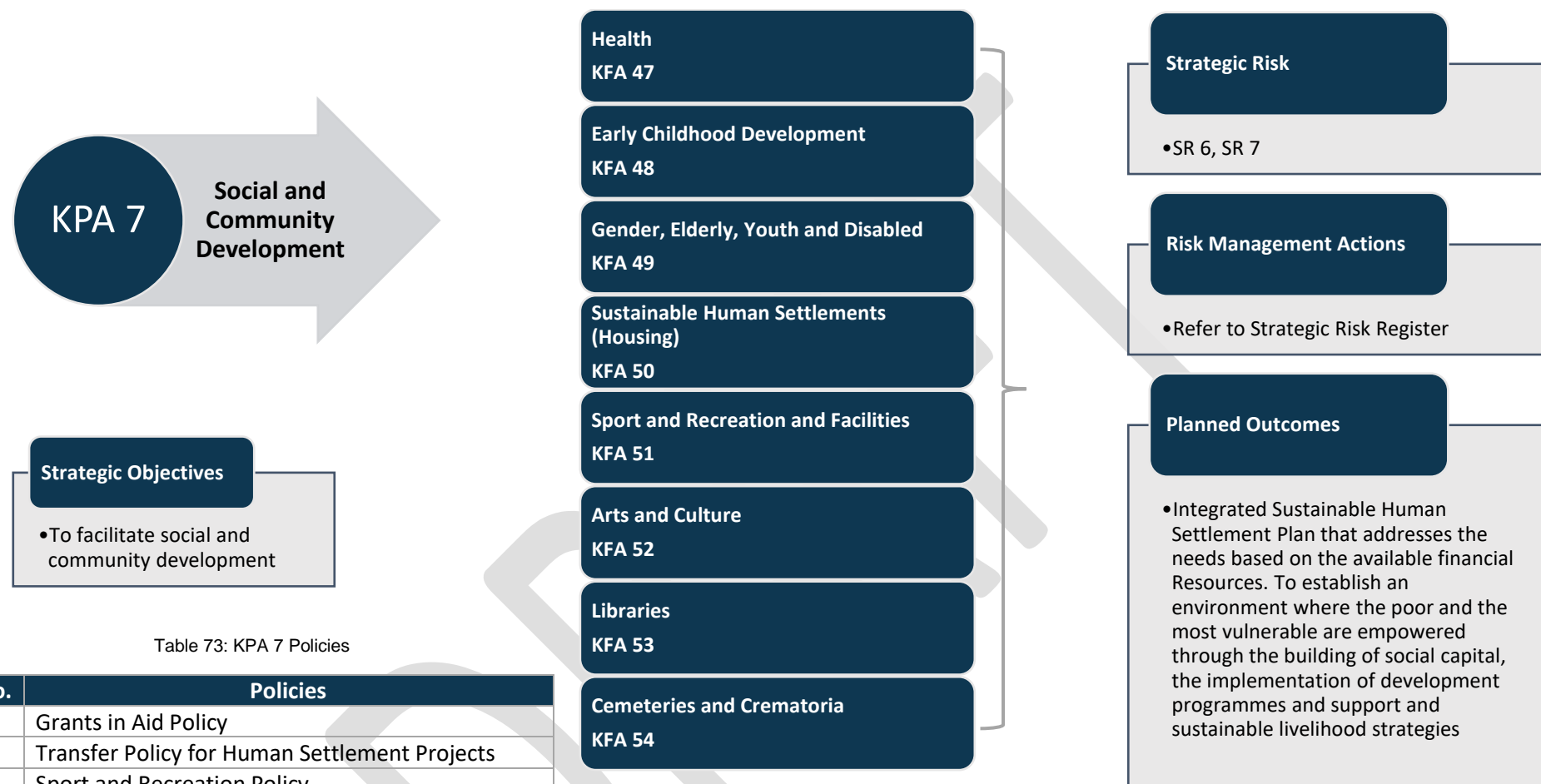


Table 73: KPA 7 Policies

No.	Policies
1.	Grants in Aid Policy
2.	Transfer Policy for Human Settlement Projects
3.	Sport and Recreation Policy
4.	Events Support Framework
5.	Early Childhood Development Policy
6.	Housing Selection Policy
7.	Emergency Housing Policy
8.	Food and Nutrition Security Policy
9.	Street People Policy
10.	Grant in Aid Policy: Community

Analysis of Internal and External Factors (The Current State)


The Constitution states that a municipality must “structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and participate in national and provincial development programmes” (1996). Invariably, municipalities, as the government closest to the people, feel the brunt of macro-economic and social decline most notably and are approached by communities to provide a response to their dire challenges.

KFA 47: Health

KFA Description

The municipality facilitates meetings with stakeholders in the Health sector to provide information that empowers and improves the services of the health sector to the residents of the area, even though public healthcare is not a municipal competence but a provincial one.

Table 74: KFA 47 – Key Challenges and Rating

Challenges/Issues	Rating
Engagements with the Integrated health forum	



KFA 48: Early Childhood Development

KFA Description

The Drakenstein ECD forum consists 4 forums from different areas within Drakenstein including Paarl, Wellington, Mbekweni and Saron, Hermon and Gouda. Simondium is included within the Paarl Area. All stakeholders including Social Development Department and the ECD sector participated in completing the Drakenstein ECD strategy.

Key Challenges and Rating

Table 75: KFA 48 – Key Challenges and Rating

Challenges/Issues	Rating
To provide suitable land for the increasing need for ECDs	
To provide training to community-based ECD operators	

KFA 49: Gender, Elderly, Youth and Disabled

KFA Description

The skills development project focuses on providing skills training to unemployed people. The skills chosen allow people access to immediate job opportunities. These opportunities are not limited to youth. 204 Beneficiaries participated in this project. Training conducted included:

- Weed eater operator training;
- Chain saw operator training;
- Brush cutting operator training;

- Home Based Care;
- Learners/Driver's license; and
- Computer training.

The youth projects aim to address the skills required to access employment opportunities for Youth. Skills training projects for youth included Waiter training, beautician training, hairdressing training, home-based care, and learners/driver's licenses. Approximately 80 people in this sector participated in skills training opportunities. The E Centers located in Wellington provided both accredited and non-accredited training to 120 beneficiaries.

Responses to Disabled: Several meetings were held with the Disabled Forum to ensure that people with disabilities can fully participate in all opportunities. The municipality will prioritise the development of a separate Gender and Disability Policy to provide clear guidelines for access to resources and opportunity creation for these demographics.

Responses to HIV/AIDS: The establishment of the Multi Sectoral Area Team (MSAT) was the first step to mainstream HIV/Aids within the Municipality. Various sections within the municipality contribute to the operations of the MSAT and observe the operations and protocols to deal with the disease. The Community Development Section facilitated various meetings and empowerment workshops to ensure that Gender is mainstreamed with external and internal stakeholders

Key Challenges and Rating

Table 76: KFA 49 – Key Challenges and Rating

Challenges/Issues	Rating
To conduct gender-specific programs to create awareness around gender issues	😊
To conduct youth-specific programs to create awareness around youth matters.	😊
To establish and coordinate a Local Drug Action Committee	😊

KFA 50: Sustainable Human Settlements (Housing)

KFA Description

The Human Settlements within the municipality provides the following functions:

- Planning and Implementation of housing projects (inclusive of diverse typologies catering for various market segment-low cost/affordable/GAP/informal settlement upgrade);
- Management and Compilation of Council's Integrated Sustainable Human Settlement Plan;
- Management and maintenance of Council's rental stock;
- Management of Housing Demand Data Base (waiting list);
- Management and maintenance of informal settlements; and
- Evictions and Emergency Housing Management.

Management and Maintenance of Rental Stock:

Drakenstein Municipality currently has an approved municipal Rental Housing Framework. There is a need to maintain and upgrade old rental units – especially the apartment blocks, primarily located in Paarl East. This is however challenging given the cost of upgrades and in the face of budget constraints and poor record of payments by tenants. Perhaps as a mitigating solution, the programme to transfer ownership to tenant and conversion to family units that is underway will take care of some of these challenges. However, the decision was taken to keep much of the rental stock under the direct control of the municipality, particularly due to maintenance requirements and the costs associated with upgrading. It is estimated that the refurbishment of existing rental stock will cost in the region of between R500m and 1 billion. The profile of existing municipal rental stock as per their Property Portfolio Plan (2018) indicates three primary approaches to the way forward:

- Retain and maintain;
- Transfer of ownership to tenants; and
- Conversions to family residential units with the intent to transfer ownership.

Management of Housing Demand Data Base (Waiting List):

The existing demand for housing is based on the official Drakenstein Municipal Housing Waiting List, which is currently in excess of 40 000 applicants (41 659 as at 30 September 2019). It is important to bear in mind that the waiting list may include applicants who have already benefitted from housing assistance, or ones that do not meet the qualification criteria for housing assistance.

The true reflection of the real demand for housing comes from the Western Cape Housing Demand Database (figures dated 30/09/2019), which indicates the total recorded (active) demand as 19 801 individuals. In terms of qualifying individuals, the vast majority of people (17 247 individuals) have been on the database for longer than 3 years, while nearly 17% of the total number of applicants who qualify for assistance are farm residents (3 262 individuals). Of the total active demand of 19 801, 97 applicants earn more than R15 000/month (which places them in the affordable/gap market), while 3 499 applicants are below the age of 35 years.

The demand is spatially concentrated in Paarl, Wellington and Mbekweni. It is of utmost importance that prospective beneficiaries are screened to assess their current socio-economic status and latest household income. This would indicate which category of housing they would be expected to fit into and hence facilitate the implementation of such demand.

Management and Maintenance of Informal Settlements:

Informal settlements specifically act as “arrival cities” for the majority of migrant job seekers that flock to the Cape Winelands in search for a better life. These informal settlements are primarily characterised by high densities, constrained access to basic services and local employment opportunities. Based on the latest municipal records on informal settlements, there are currently a total of 41 informal settlements housing approximately 17 000 – 24 000 people in 5 999 informal structures. 24 of the informal settlements have been in existence prior to 2000.

The majority of informal settlements are located in Mbekweni and Paarl East. Drakenstein has undertaken various studies in the last six years to better understand its informal settlements. These include studies undertaken as part of the National Upgrading Support Programme (NUSP), as well as a recent study completed by the Western Cape Department of Human Settlements. The provision of interim basic services is an action that must be prioritised in the short to medium term. Overall, the analysis of informal settlements within the municipality point to the need for an acceleration of the implementation of the Upgrading of Informal Settlements Programme (UISP) to uplift

and empower communities in informal settlements. The provision of basic services to informal settlement dwellers will cost the municipality over R130 million over a period of two years.

Evictions and Emergency Housing Management:

A substantial number of evictions have taken place over the past years. Farm eviction cases have been recorded in Paarl, Simondium, Wellington, Gouda and Saron. Eviction records reveal that there are 435 cases pending as of 31 October 2019 in terms of the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (PIE) (in urban contexts) and the Extension of Security Tenure Act (ESTA) (in rural contexts). The total number of eviction cases registered is 555 ESTA and 721 PIE cases. The total number of households that will be affected by the evictions is approximately over 4 000. Although several cases are still pending, many of these may have been finalised without the Drakenstein Municipality being informed. The high rate of farm evictions has exacerbated the need for housing and emergency housing as an immediate relief mechanism. The highest number of cases were recorded in Paarl and Simondium. Although there is a Rural Housing Policy and emergency housing sites have been identified for farm evictions there is a need to increase the understanding of how the policy can better address the housing needs of farm residents in eviction situations.

Key Challenges and Rating

Table 77: KFA 50 – Key Challenges and Rating

Challenges/Issues	Rating
Informal Settlements Management	☹️
Maintenance of services in Informal Settlements	☹️
Maintaining / Update of Demand Database	😊
Eviction Management Planning	☹️
Emergency Housing Planning and Implementation	☹️
Maintenance of Rental Stock	😊
Repair and Upgrade of Rental Stock	☹️
Implementation of Informal Settlement Upgrade Plans	☹️
Implementation of Social Housing Projects	☹️
Alienation/Transfer of Rental Stock to Qualifying Occupants	☹️
Title Deed Restoration Project	☹️
Delivery of IRDP Projects	☹️

KFA 51: Sport, Recreation and Facilities

KFA Description

The municipality provides and maintains sports and recreation facilities that will meet the needs of the community. There is a total of 24 facilities where the community engages in various sporting codes, such as rugby, cricket, soccer, cycling, hockey, athletics, netball and swimming.

Key Challenges and Rating

Table 78: KFA 51 – Key Challenges and Rating

Challenges/Issues	Rating
De Kraal	☹️
Newton	☹️
Weltevrede	☹️
Pelikaan	☹️
Parys Sport Fields	😊
Orleans Sport Field	☹️
Mbekweni Sports Field	☹️
Huguenot Tennis	☹️
Gouda	😊
Saron	😊
Hermon	😊
Pentz Street Swimming Pool	😊
Pen Basson	😊
Drakenstein Swimming Pool	☹️
Mbekweni Swimming Pool	☹️
Faure Street Swimming Pool	😊
Weltevrede Swimming Pool	😊
Antoniesvlei Swimming Pool- baboons, shebeen, staff housing, alien vegetation and swimming pool	☹️
Saron Swimming Pool – chalets and swimming pool	☹️
Orleans Spray Park – maintenance	☹️
Sport Forum/Council	☹️
Dal Josaphat Stadium	☹️
Faure Street Stadium	😊
Boy Louw Sports Facility	☹️

KFA 52: Arts and Culture

KFA Description

The municipality's arts and culture division facilitate engagements with various stakeholders that are involved in arts and culture projects, programmes and initiatives. These engagements ensure that there is increased participation and growth of the Drakenstein Arts and Culture sector, as well as better participation in Provincial arts and culture initiatives.

Key Challenges and Rating

Table 79: KFA 52 – Key Challenges and Ratings

Challenges/Issues	Rating
To assist the local arts and culture organisations to establish an Arts and Culture Forum	😊

KFA 53: Libraries

The Drakenstein Municipal Area have 18 operating libraries of which ten are on school grounds. A new service point will be opening in Chicago at the Thusong Centre, shortly. The libraries provide services to the following wards:

Table 80: KFA 53– Wards serviced by Libraries

Library	Wards Serviced
Saron	30
Gouda & Hermon & Groenberg	31
Wagenmakersvallei	18
Wellington	5, 10, 29
Bergrivier & Windmeul	3
Nieuwedrift	17
Readers	7, 11
Mbekweni	6, 8, 9, 12, 16
Groenheuwel	13, 14, 32
Drakenstein	20, 21, 22, 23, 24, 25, 26, 27
Klein Drakenstein & Ronwe	28, 33
Paarl	4, 15, 19
Simondium	1
Bergendal	2

Key Challenges and Ratings

Table 81: KFA 53 – Key Challenges and Ratings

Challenges/Issues	Rating
House of Learning	😊
Wellington Upgrade	😞
Municipal-wide Program to develop reading, increase information literacy and focus on social awareness	😊
Insufficient space for Rural libraries	😞

KFA 54: Cemeteries and Crematoria

KFA Description

Drakenstein Municipality is currently maintaining 13 cemeteries. 4 Cemeteries have reached capacity and 9 are still operational. Alternative burial methods are being promoted by having quarterly engagements with undertakers and church leaders.

The Cemetery Bylaw is currently being reviewed to accommodate recycling of family graves. To increase burial space environmental studies are being done at Parys and Hillcrest cemeteries. Two (2) private farms are being investigated for development of new cemeteries.

The following table depicts the amount of burials that took place from 1 July 2016 until 30 June 2019:

Table 82: KFA 54 – Number of Burials

Cemetery	01/07/2014 – 30/06/2015	01/07/2015 – 30/06/2016	01/07/2016 – 30/06/2017	01/07/2017 – 30/06/2018	01/07/2018 – 30/06/2019
Parys (Paarl)	791	193	160	175	585
Dal Josafat (Paarl)	7	3	1	1	24
Champagne (Wellington)	112	118	152	121	239
Hillcrest (Wellington)	373	292	99	99	84
Simondium	71	85	29	11	41
Hermon	46	-	30	43	30
Gouda	1	6	2	3	2
Saron	55	63	70	61	68
Total	1456				

Key Challenges and Rating

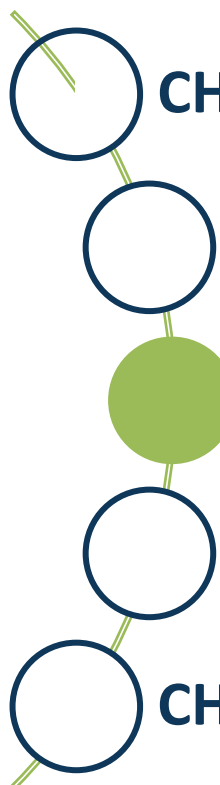
Table 83: KFA 54 – Key Challenges and Ratings

Challenges/Issues	Rating
Parys Cemetery – Alien clearing and maintenance	😊
Klein Parys Cemetery – Alien clearing and maintenance	😊
Simondium Cemetery – Shacks on graves, staff housing occupied by private citizens and vandalism – maintenance	😐
Dal Josaphat Cemetery – Vandalism of fencing and encroachment of shacks and maintenance	😐
Hout Street Cemetery - Fencing burned down and signs stolen	😐
Bosman Street Cemetery – Alien clearing	😞
Hillcrest Cemetery – Vandalism	😐

Challenges/Issues	Rating
Champagne Cemetery – Vandalism	☹️
Bloekomlaan Cemetery – Vandalism	☹️
Voor Street Cemetery – Vandalism	☹️
Hermon Cemetery – Drainage	☹️
Gouda Cemetery – Maintenance	☹️
Saron Cemetery – Maintenance	😊

Drakenstein Municipality has many challenges and issues as indicated in this chapter. Many of which emanate directly as a result of the needs of the community that DM serves. Some issues and challenges are as a result of internal municipal systems which could be optimised in order to facilitate better service delivery. While some issues and challenges occur as a result of a lack of proper coordination and cooperation between the various spheres of government and other key role players that are necessary for efficient and effective municipal governance.

It is therefore necessary to interrogate the challenges that hinder growth, good governance and service delivery, in order to find solutions to the problems that face our communities. Therefore, it is necessary to come up with projects, programmes and initiatives that will address the issues and challenges detailed in this chapter. Chapter 3 will deal with the various ways, through projects, programmes and initiatives that the municipality plans to use address its issues and challenges.

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- CHAPTER 1: Introduction and Background**
- CHAPTER 2: Situational Analysis**
- CHAPTER 3: Development Plan**
- CHAPTER 4: Long-term Financial Plan**
- CHAPTER 5: Performance Management**
-

3. CHAPTER 3 INTRODUCTION

This Chapter aims at illustrating the development plan of the Drakenstein Municipality and its alignment to the budget as well as the new five (5) year Spatial Development Framework. This plan consists of the seven (7) Key Performance Areas (KPAs), the fifty- four (54) Key Focus Areas (KFAs) and the respective Key Initiatives, Key Programmes as well as Capital Projects formulated to achieve the developmental goals and vision of the Municipality.

3.1 ELEMENTS OF THE PLAN

To tackle these challenges and in order to ensure vertical and transversal alignment; to ensure adequate time and resource allocation; and to enable performance management an array of interventions was identified. These were classified as Key Initiatives, Programs and Projects and were allocated to a series of Big Moves. Big Moves are initiatives which will, over the next fifteen years dramatically alter and improve the space, economy and sustainability of Drakenstein. In turn, the Big Moves have been located spatially within five Catalytic Zones and strategically within Key Performance Areas and Key Focus Areas.

A description of these key definitions follows in the table below:

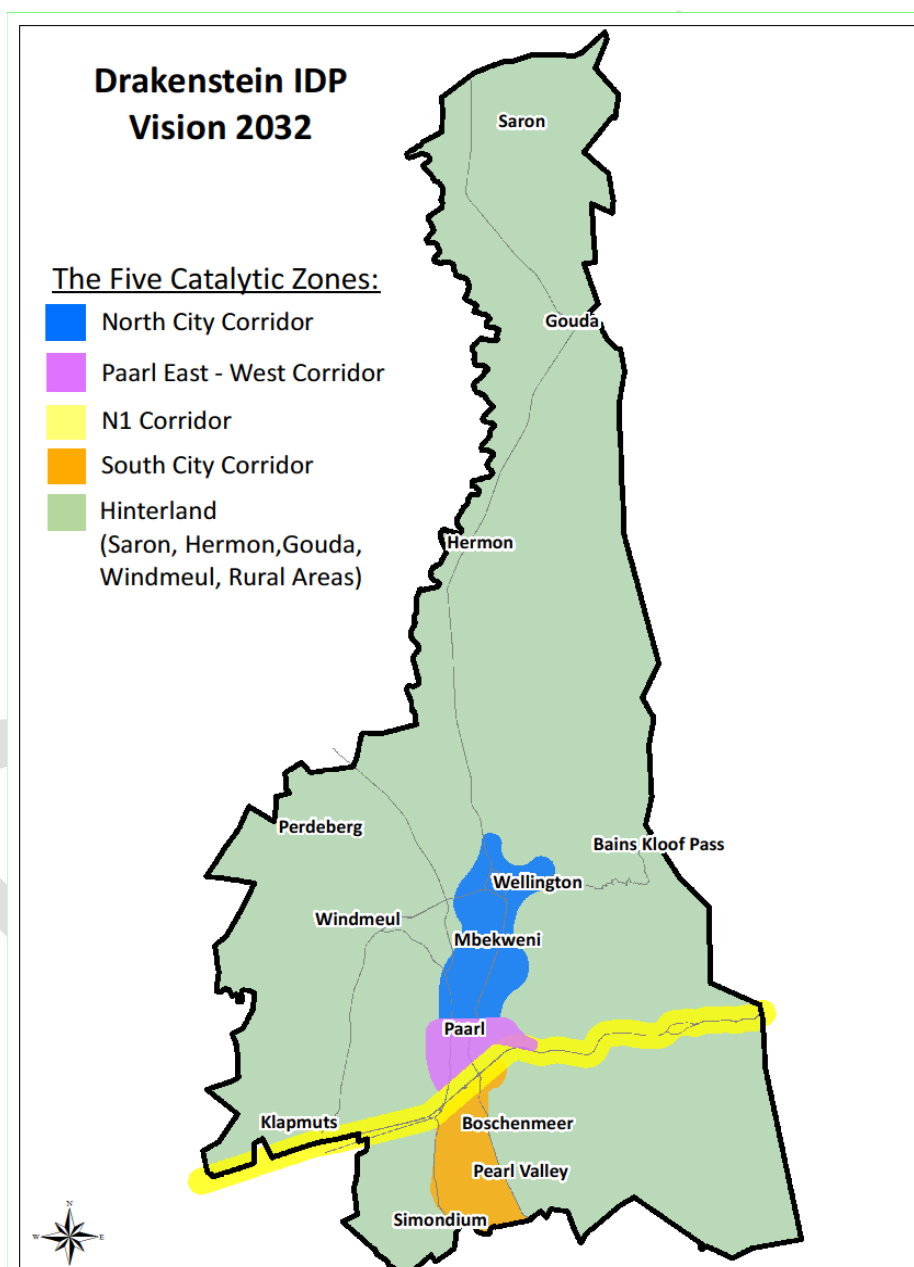
Table 84: Key Definitions

DESCRIPTION	DEFINITION
Key Performance Area	Key Performance Areas are the areas within the business unit, for which an individual or group is logically responsible.
Key Focus Area	Key Focus Areas are the areas identified as important or crucial where a result will assist in the achievement of the set objectives or goal.
Big Moves	Big moves in the Drakenstein Municipality context are defined as a cluster of highly interconnected and actions which will produce a desired end result with significant impact and benefits. They are enthused by a deep understanding of both the internal and external environment within which the organisation functions and are steered collectively with the focus to unlock the area's potential in the interest of the wellbeing of all stakeholders and residents. Big moves are purposefully driven by the Administration through the implementation of carefully selected key initiatives, programs and projects and form the foundation of the Integrated Development Plan, Budget and Performance Management System which are reviewed annually.
Key Initiatives	Key Initiatives may include the development of policies, by-laws, strategies and plans which will act as strategic enablers for the attainment of Big Moves.
Programs	Programs are structured and regulated activities that will provide the environment for the meeting of key objectives in support of the big moves and may include campaigns, maintenance and upgrade programmes and improvements in the Communications, ICT and other networks.
Projects	A project is an individual or collaborative enterprise, possibly involving research or design that is carefully planned usually by the project assigned team, to achieve a particular aim. One can also define a project as a set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations. <i>(Wikipedia)</i>

3.2 IDENTIFICATION OF THE CATALYTIC ZONES

The Catalytic Zones are intra-municipal zones of spatial and economic activity. They cut across wards and administrative boundaries of the five towns in Drakenstein. The Zones are largely aligned to the Spatial Development Framework. The five Zones are outlined below, along with schematics indicating the physical location of the Zone and the spatial location of the Big Moves within each Zone. Certain Catalytic Zones overlap and thus share specific Big Moves (including Projects, Programmes and Key Initiatives). This is critical because it promotes and strengthens the integration between the different catalytic zones.

Figure 9: Five Catalytic Zones – Map



The details of the Zones, Moves, Initiatives, Programs and Projects are set out as follows:

CORRIDOR

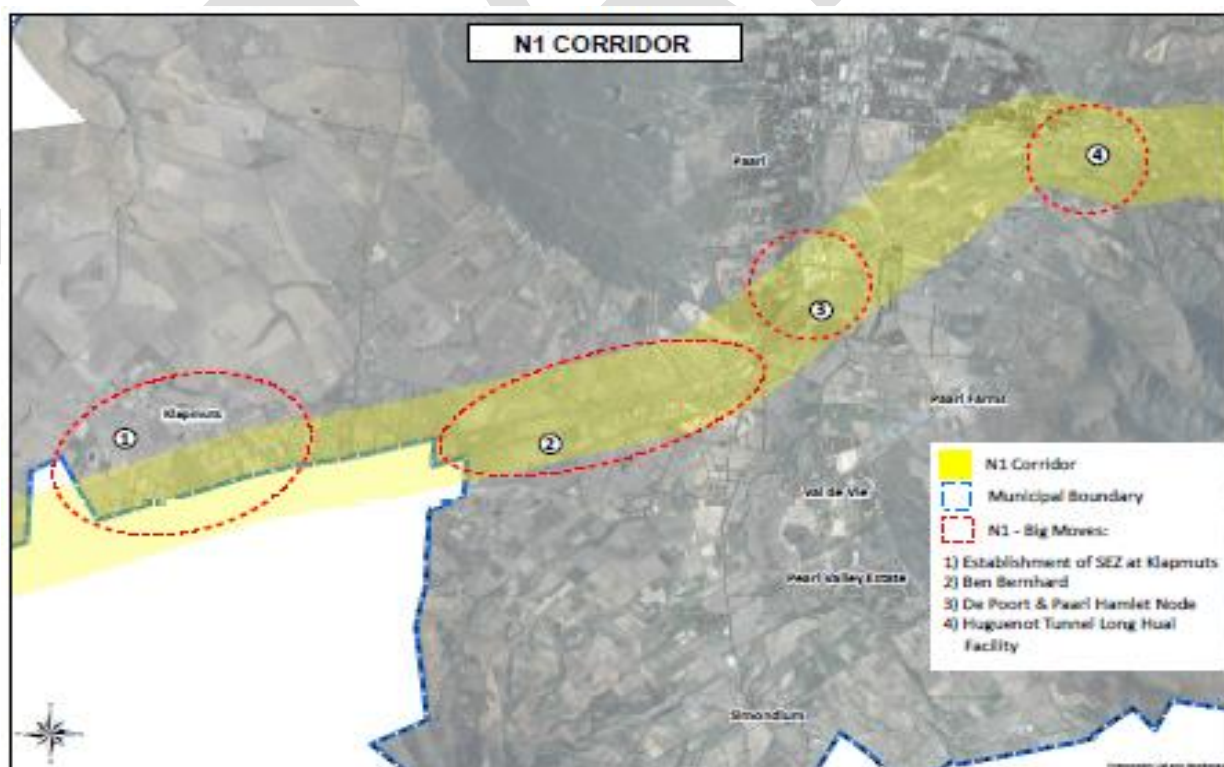
Description of Zone:

The N1 Corridor stretches from Klapmuts in the west and Hugenote Tunnel toll plaza in the east. The corridor straddles the N1 and includes areas such as Klapmuts, Ben Bernhard, the De Poort and Paarl Hamlet and the Hugenote Tunnel toll plaza. The corridor is part of the N1 route, being the main vehicular access route, linking Cape Town to the north of South Africa. The corridor thus has an important role as main access route to Paarl and Wellington and the Drakenstein hinterland. Development along this corridor must be well managed to promote Drakenstein area as destination for tourists as well as new businesses, industries and residents.

List of Big Moves:

- Implement a Special Economic Zone at Klapmuts
- Development of the Hugenot Tunnel Long Haul facility
- Promotion of a light industrial and commercial Business Hub at Ben Benhart
- Development of De Poort and Paarl Hamlet node
- Development of Carolina / Lustigan Intersection (North of the N1)

Figure 10: N1 Corridor



Implementation Matrix for Catalytic Zone 1: N1 Corridor

Table 85: N1 Corridor Implementation Matrix

CATALYTIC ZONE	N1 CORRIDOR
BIG MOVE	Implement an Integrated Commercial and Industrial Hub at Klapmuts
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Approval of Klapmuts SDF by Council 2. Promulgation of Klapmuts Special Economic Zone 3. Provision of adequate water, sewer, electricity, storm water and roads
PROJECTS, PROGRAMS, KEY INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> 1. Klapmuts Local Spatial Development Framework 2. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment 3. Proposal call for the development of vacant municipal 4. Implementation of basket of Incentives for industrial development 5. Provision of bulk infrastructure services 6. Green Industry Incubator Park 7. Agrarian Reform Programme <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,</p>
BIG MOVE	Development of the Huguenot Tunnel Long Haul facility
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Developed Huguenot Tunnel Long Haul Facility 2. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route 3. Receive and approve developments on vacant municipal land by Council
PROJECTS, PROGRAMS, KEY INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> 1. Huguenot Tunnel Long Haul Facility 2. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route 3. Proposal call for the development of vacant municipal <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on</p>

CATALYTIC ZONE	N1 CORRIDOR
	Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,
BIG MOVE	Promotion of a light Industrial and Commercial Business Park at Ben Benhard
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	A stable electricity network with spare capacity
	Upgraded Strawberry King Bulk Water Pipeline
	Lowering in unemployment rate
	Increase in capital investment
	Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	Reduced crime rate
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. New Mall substation
	2. New N1 substation
	3. Upgrade of Strawberry King water
	4. Courtrai, Paarl – 2 nd Reservoir and bulk balance pipeline
	5. Industrial water meters, Paarl – meter of unmetered connections
	6. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	7. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	8. Municipal Wide CCTV Coverage
	9. Increased law enforcement and SAPS patrols
	10. Fair Valley Communal Agri-project
	11. Green Logistics Hub and Business Park
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,
BIG MOVE	De Poort and Paarl Hamlet node
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Developed De Poort Tourism Gateway
	2. A stable electricity network with spare capacity
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	6. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route

CATALYTIC ZONE	N1 CORRIDOR
	<ol style="list-style-type: none"> Decrease in crime rate Use of Courtrai, Paarl – 2nd Reservoir and bulk balance pipeline
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> De Poort Tourism Gateway New Mall substation New N1 substation Courtrai, Paarl – 2nd Reservoir and bulk balance pipeline Upgrading of WWTW to ensure sufficient capacity for future developments (especially Paarl South) and eradicating maintenance backlogs especially at Paarl WWTW Development of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route Identification and Site development of cultural and heritage places of interest Installation of Tourism signage and infrastructure at iconic areas Municipal Wide CCTV Coverage Increased law enforcement and SAPS patrols Accreditation, restructuring zones Proposal call for the development of vacant municipal <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy,</p>
BIG MOVE	Carolina/Lustigan Intersection (North of the N1)
KEY PERFORMANCE AREA	Sustainable Human Settlements
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> A stable electricity network with spare capacity Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs Decrease in crime rate Execution of Boland Park Precinct
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> New Mall substation New N1 substation Replacement/upsizing of reticulation system Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW Upgrade and rehabilitation of sewer system in entire Drakenstein

CATALYTIC ZONE	N1 CORRIDOR
	6. Develop of Drakenstein cycle route as part of greater Bitou / Cape Town Cycle Route
	7. Municipal Wide CCTV Coverage
	8. Increased law enforcement and SAPS patrols
	9. Private Developments (Bergenzicht, Neffensaar, Klipland, Groot Parys, Klein Parys Extension 2)
	10. Boland Park Precinct
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.

3.3 SOUTH CITY CORRIDOR (SOUTH OF N1, SIMONDIUM)

The South City Corridor is situated to the south of the N1 – thus generally bounded by the N1, R301, south of the Drakenstein Prison and the R45. This area is gaining popularity due to its strategic location within the Drakenstein Municipal boundaries and its accessibility to the City of Cape Town, surrounding neighbouring municipalities and northern parts of South Africa.

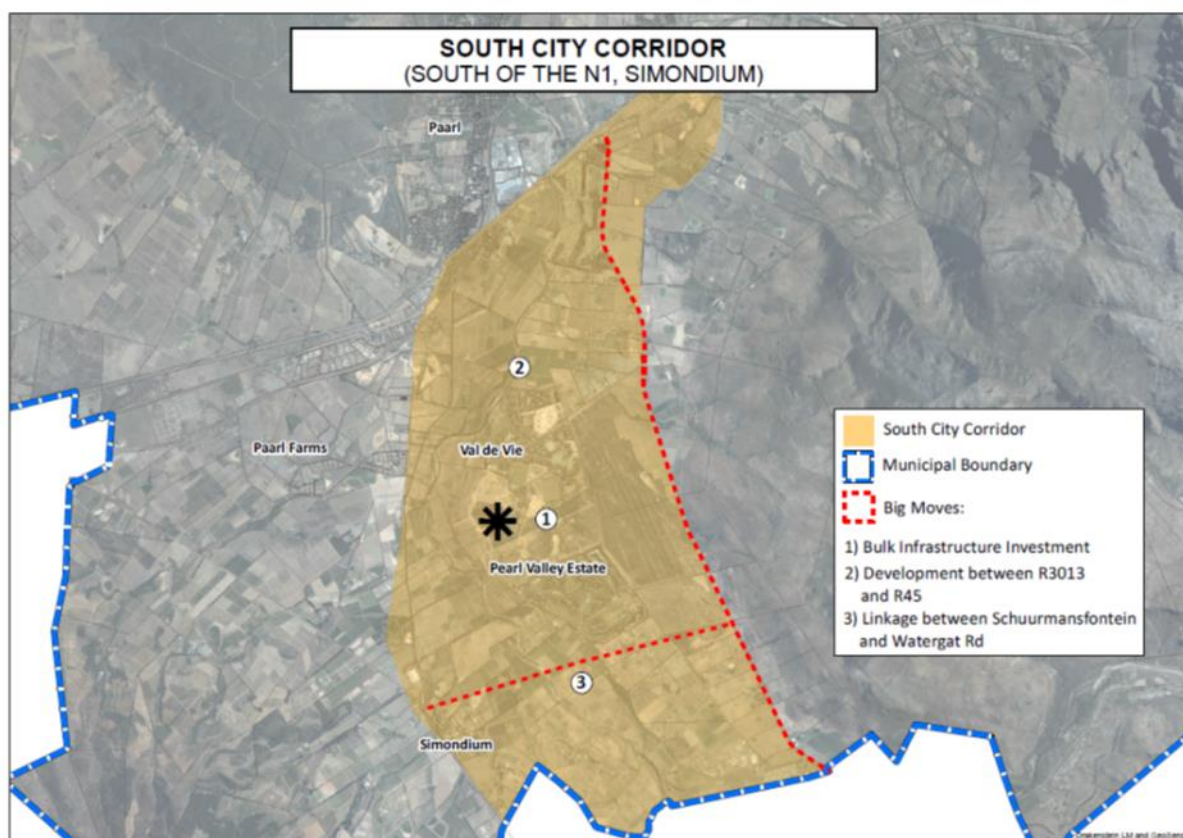
Furthermore, the dramatic scenic landscape, the setting of iconic built heritage resources and provision of quality services has highlighted this area's role as a catalytic zone. The creation of the South City Corridor is focused on an efficient and integrated urban structure, inclusive of a variety of housing typologies, commercial opportunities, social and community facilities with well-connected open spaces which caters for different income groups.

A new integration route (Watergat/Schuurmansfontein Roads) is proposed to spatially link communities to the east and west of the Berg River. Both accesses of the integration route (the R301 and R45) will be accentuated as tourism gateways leading to the Mandela House national heritage resource.

List of Big Moves and description

- Creation of a new city corridor between R301 and R45;
- Creation of the Watergat/Schuurmansfontein Integration Route; and
- Investment in South City Corridor Bulk Infrastructure.

Figure 11: South City Corridor



Implementation Matrix for Catalytic Zone 2: South City Corridor

Table 86: South City Corridor Implementation Matrix

CATALYTIC ZONE	SOUTH CITY CORRIDOR
BIG MOVE	Creation of a new city corridor between R301 and R45
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Construction of housing units
	2. Rates and tax base increasing for the area south of the N1
	3. Construction of public facilities
	4. Approval of re-naming of R301 by Competent Authority
	5. Infrastructure upgrade and improvement of R301
	6. Employment opportunities created
	7. Incremental increase of number of residents using community/public facilities
	8. Erection of signage and beautification of town gateways
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Attract investment for range of housing typology opportunities (IM037 wording amended)
	2. Provision of public facilities within new south city corridor
	3. Freedom Road project (R301 south of N1 – renaming and upgrade)

CATALYTIC ZONE	SOUTH CITY CORRIDOR
	<ol style="list-style-type: none"> Promotion of a commercial node Development of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route Town Gateways Mountain Slope Study South of the N1 Local SDF <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.</p>
BIG MOVE	Creation of the Watergat/Schuurmansfontein Integration Route
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> Construction of bridge and public road Rates and tax base increasing for the south city corridor Inauguration ceremony attended by local, provincial and national spheres of government at Mandela House Tourism Node Employment opportunities created Incremental increase of number of residents using community/public facilities Erection of signage and beautification of town gateways
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> Linking Watergat and Schuurmansfontein Roads as a new Public Access Route Link bridge over Berg River at Simondium Promotion of investment zone (north of Drakenstein Prison) Create Mandela House Tourism Node Identification and site development of cultural and heritage places of interest Installation of Tourism signage and infrastructure at iconic attractions Simondium Social Node and Tourism Gateway Review of Simondium Precinct Plan Construction of Simondium Community Hall Simondium housing project Simondium Community Hall

CATALYTIC ZONE	SOUTH CITY CORRIDOR
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.
BIG MOVE	Investment in South City Corridor Bulk Infrastructure
KEY PERFORMANCE AREA	Physical Infrastructure and Services
INDICATORS OF SUCCESS	1. Provision of basic services to all residents within the South City Corridor
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	2. Commissioning of new N1 132/6611kV80MVA Substation
	3. Courtrai – Levendal/Val de Vie, Simondium, Paarl bulk pipeline
	4. Bulk water pipeline and 2MI reservoir – Simondium (Phase 1)
	5. Extension of reticulation system, Simondium (Phase 2)
	6. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	7. Boreholes and 0.5MI Reservoirs – 1x Simondium
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.

3.4 PAARL EAST/WEST INTEGRATION CORRIDOR (ALONG MAIN ROAD, PAARL CBD, PAARL EAST)

Description of Zone

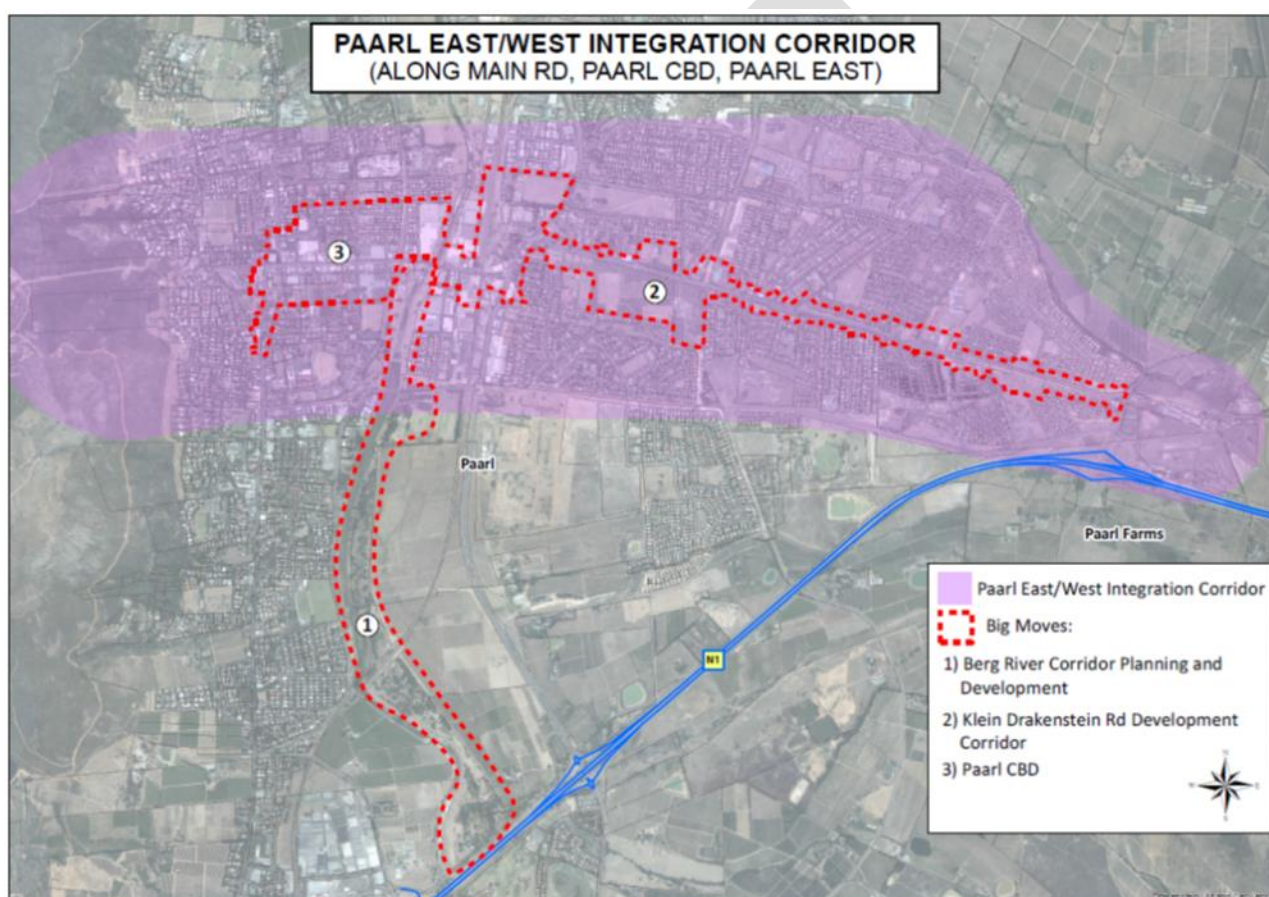
The “Paarl East – West Integration Corridor Catalytic Zone” mainly focusses on the integration of Paarl East and Central Paarl. The integration of the two areas is envisioned through the enhancement of the main distributor roads within the Catalytic Zone, which includes Klein Drakenstein Road and Lady Grey Street, as major activity corridors. It is also important to note that the revitalisation and upgrade of the Huguenot Station Precinct and Paarl Central Business District also forms part of this initiative. Furthermore, the development of key strategically located vacant properties within the catalytic zone for the development of the Paarl Waterfront, the Paarl Arboretum, the

De Kraal Mixed Use Node, the Boy Louw Multi – Purpose Sport Centre and the Boland Park can also be regarded as crucial components of the integration of Paarl East and West.

List of Big Moves and description

- Development of the Berg River corridor/ Paarl Waterfront and Arboretum Precinct
- Urban upgrade of Klein Drakenstein Road Central Improvement District (Including Lady Grey Street)
- Paarl Central Business District Renewal
- Upgrade and Development of the Huguenot Station and De Kraal Mixed Use Nodes

Figure 12: Paarl East/West Integration Corridor



Implementation Matrix for Catalytic Zone 3: Paarl East/ West Integration Corridor

Table 87: Paarl East/West Integration Corridor Implementation Matrix

CATALYTIC ZONE	Paarl East – West Integration Corridor
BIG MOVE	Berg River corridor/ Paarl Waterfront and Arboretum Precinct
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Increase in capital investment
	3. Lowering in unemployment rate
	4. Reduce in the use of potable water

CATALYTIC ZONE	Paarl East – West Integration Corridor			
	5. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs			
	6. Establishment of the Boy Louw Multi-Purpose Sport Centre			
	7. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route			
	8. Receive and approve developments on vacant municipal land by Council			
	9. Effective execution of the Paarl Waterfront and Arboretum Precinct Plan and Framework			
	10. Decrease in crime rate			
	11. Safe and adequate public toilets			
PROJECTS, PROGRAMS, INITIATIVES	ITEM	BUDGET	TIMEFRAME	RESPONSIBILITY
	1. Commissioning of new N1 132/6611Kv80MVA Substation			
	2. Commissioning of new Mall Substation 66/11/kv20MVA			
	3. Special tariffs for property rates and bulk services by incentivizing capital investment and job creation			
	4. Recycle treated sewerage water, Paarl – pipe system to industrial area and sport fields			
	5. Upgrading of WWTW to ensure sufficient capacity for future developments (especially Paarl South) and eradicating maintenance backlogs especially at Paarl WWTW			
	6. Boy Louw Multi-purpose sport centre			
	7. Proposal call for the development of vacant municipal land)			
	8. Development of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route			
	9. Identification and Site development of cultural and heritage places of interest			
	10. Installation of Tourism signage and infrastructure at iconic areas			
	11. Municipal Wide CCTV Coverage			
	12. Increased law enforcement and SAPS patrols			
	13. Upgrading of Public Toilets			
	Strategic and Spatial Enablers: Paarl Waterfront and Arboretum Precinct Plan, Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Berg River Maintenance Management Plan, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Paarl and Wellington CBD Local SDF and Implementation, Integrated Economic Growth Strategy.			

CATALYTIC ZONE	Paarl East – West Integration Corridor
BIG MOVE	Klein Drakenstein Road Central Improvement District (Including Lady Grey Street)
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Reduced use of potable water
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Installed industrial water meters
	6. Installed pre-paid water meters
	7. Upsized reticulation system
	8. Upgraded sewer system
	9. Solid Waste Management Infrastructure at compliant level
	10. Upgraded community and public facilities
	11. Decrease in crime rate
	12. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	13. Use of the cycle route as part of the greater Bitou / Cape Town Cycle Route
	14. Completion of Van Der Stel Street towards Klein Drakenstein Road
	15. Execution Olive Grove Community Project
	16. Execution of Klein Drakenstein Road Central Improvement District Plan
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Commissioning of new N1 132/6611Kv80MVA Substation
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Action plan to manage high water consumers
	4. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment
	5. Special tariff for property rates and bulk services by incentivizing capital investment and job creation
	6. Industrial water meters, Paarl – meter of unmetered connections
	7. Recycle treated sewerage water, Paarl – pipe system to industrial area and sport fields
	8. Replacement / upsizing of reticulation system
	9. Pre-paid water meters area wide
	10. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	11. Upgrade and rehabilitation of sewer system in entire Drakenstein
	12. Increase monitoring of wet industries into municipal bulk sewers and to WWTW
	13. Law enforcement i.r.o. water restrictions

CATALYTIC ZONE	Paarl East – West Integration Corridor
	14. Upgrading of Solid Waste Management Infrastructure to compliance levels
	15. Maintenance and upgrade of all community and public facilities (community halls and Thusong centres)
	16. Alienation of serviced industrial and commercial sites
	17. Investigating Urban Special Rating Areas to establish Central Improvement Districts
	18. Proposal call for the development of vacant municipal
	19. Develop Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route
	20. Identification and site development of cultural and heritage places of interest
	21. Installation of Tourism signage and infrastructure at iconic areas
	22. Municipal Wide CCTV Coverage
	23. Increased law enforcement and SAPS patrols
	24. Upgrading of public toilets
	25. Coordination of sufficient health services/facilities
	26. Accreditation, restructuring zones
	27. Completion of Van Der Stel Street towards Klein Drakenstein Road
	28. Boland Cricket Park regeneration
	29. Olive Grove Community Project
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Klein Drakenstein Road Central Improvement District Plan, Paarl and Wellington CBD Local SDF, Incentive and Retention Policy and Strategy, Informal Trading Policy Review and Implementation Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Devolution of Heritage Decision/Competency from Heritage Western Cape, Update Heritage Survey, Small Business Entrepreneurs Capacity Building and Mentorship, Vacant land Study, Densification Study, Secondary City Study, Paarl and Wellington CBD Local SDF and Implementation, Boland Park Precinct Plan, Roll-out of Broadband, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module.
BIG MOVE	Paarl Central Business District Renewal
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Reduced use of potable water
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Installed industrial water meters
	6. Upsized reticulation system
	7. Installed pre-paid water meters

CATALYTIC ZONE	Paarl East – West Integration Corridor
	8. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	9. Upgraded sewer system
	10. Use of the cycle route as part of the greater Bitou/Cape Town Cycle Route
	11. Decrease in crime rate
	12. Safe and adequate public toilets
	13. Execution of the Paarl and Wellington CBD Local SDF
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Commissioning of new N1 132/6611Kv80MVA Substation
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Action plan to manage high water consumers
	4. Special tariff for property rates and bulk services by incentivizing capital investment and job creation
	5. Area wide water saving devices for municipal buildings
	6. Industrial water meters, Paarl – meter of unmetered connections
	7. Replacement/upsizing of reticulation system
	8. Pre-paid water meters area wide
	9. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	10. Upgrade and rehabilitation of sewer system in entire Drakenstein
	11. Increase monitoring of wet industries into municipal bulk sewers and to WWTW
	12. Law enforcement i.r.o. water restrictions
	13. Investigating Urban Special Rating Areas to establish Central Improvement Districts
	14. Develop of Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route
	15. Identification and site development of cultural and heritage places of interest
	16. Installation of Tourism signage and infrastructure at iconic areas
	17. Municipal Wide CCTV Coverage
	18. Increased law enforcement and SAPS patrols
	19. Upgrading of public toilets
	20. Coordination of sufficient health services/facilities
	21. Accreditation, restructuring zones
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Incentive and Retention Policy and Strategy, Informal Trading Policy Review and Implementation Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Devolution of Heritage Decision/Competency from Heritage Western Cape, Update Heritage Survey,

CATALYTIC ZONE	Paarl East – West Integration Corridor
	Small Business Entrepreneurs Capacity Building and Mentorship, Vacant land Study, Densification Study, Secondary City Study, Roll-out of Broadband, Paarl and Wellington CBD Local SDF and Implementation, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Integrated Economic Growth Strategy.
BIG MOVE	Huguenot Station and De Kraal Mixed Use Nodes
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. A stable electricity network with spare capacity
	2. Reduced use of potable water
	3. Increase in capital investment
	4. Lowering in unemployment rate
	5. Installed industrial water meters
	6. Upsized reticulation system
	7. Installed pre-paid water meters
	8. Establishment of a WWTW with sufficient capacity for future developments and the eradication of maintenance backlogs
	9. Upgraded sewer system
	10. Upgraded community and public facilities
	11. Completion of the De Kraal Sport Stadium
	12. Receive and approve developments on vacant municipal land
	13. Use of the cycle route as part of the greater Bitou/Cape Town Cycle Route
	14. Decrease in crime rate
	15. Execution of the Paarl and Wellington CBD Local SDF
	16. Execution of the Klein Drakenstein Road Central Improvement District Plan
	17. Completion of De Kraal and Zanddrift Sport ground Indoor facility
	18. Execution of the Huguenot Station Precinct Plan
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Commissioning of new N1 132/6611Kv80MVA Substation
	2. Commissioning of new Mall Substation 66/11/kv20MVA
	3. Action plan to manage high water consumers
	4. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment
	5. Special tariff for property rates and bulk services by incentivizing capital investment and job creation
	6. Area wide water saving devices for municipal buildings
	7. Industrial water meters, Paarl – meter of unmetered connections
	8. Replacement/upsizing of reticulation system
	9. Pre-paid water meters area wide

CATALYTIC ZONE	Paarl East – West Integration Corridor
	10. Upgrading of WWTW to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	11. Upgrade and rehabilitation of sewer system in entire Drakenstein
	12. Increase monitoring of wet industries into municipal bulk sewers and to WWTW
	13. Law enforcement i.r.o. water restrictions
	14. Maintenance and upgrade of all community and public facilities (community halls and Thusong centres)
	15. De Kraal Sport Stadium
	16. Alienation of serviced industrial and commercial sites
	17. Investigating Urban Special Rating Areas to establish Central Improvement Districts
	18. Proposal call for the development of vacant municipal land
	19. Develop Drakenstein cycle route as part of greater Bitou/Cape Town Cycle Route
	20. Identification and site development of cultural and heritage places of interest
	21. Installation of Tourism signage and infrastructure at iconic areas
	22. Municipal Wide CCTV Coverage
	23. Increased law enforcement and SAPS patrols
	24. Accreditation, restructuring zones
	25. De Kraal and Zanddrift Sport ground Indoor facility
	26. Huguenot Station Precinct
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Incentive and Retention Policy and Strategy, Informal Trading Policy Review and Implementation Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Integrated Zoning Scheme, Devolution of Heritage Decision/Competency from Heritage Western Cape, Update Heritage Survey, Small Business Entrepreneurs Capacity Building and Mentorship, Vacant Land Study, Densification Study, Secondary City Study, Roll-out of Broadband, Paarl and Wellington CBD Local SDF and Implementation, Klein Drakenstein Road Central Improvement District Plan, Huguenot Station Precinct Plan, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Integrated Economic Growth Strategy.

3.5 NORTH CITY INTEGRATION CORRIDOR (PAARL, MBEKWENI, WELLINGTON)

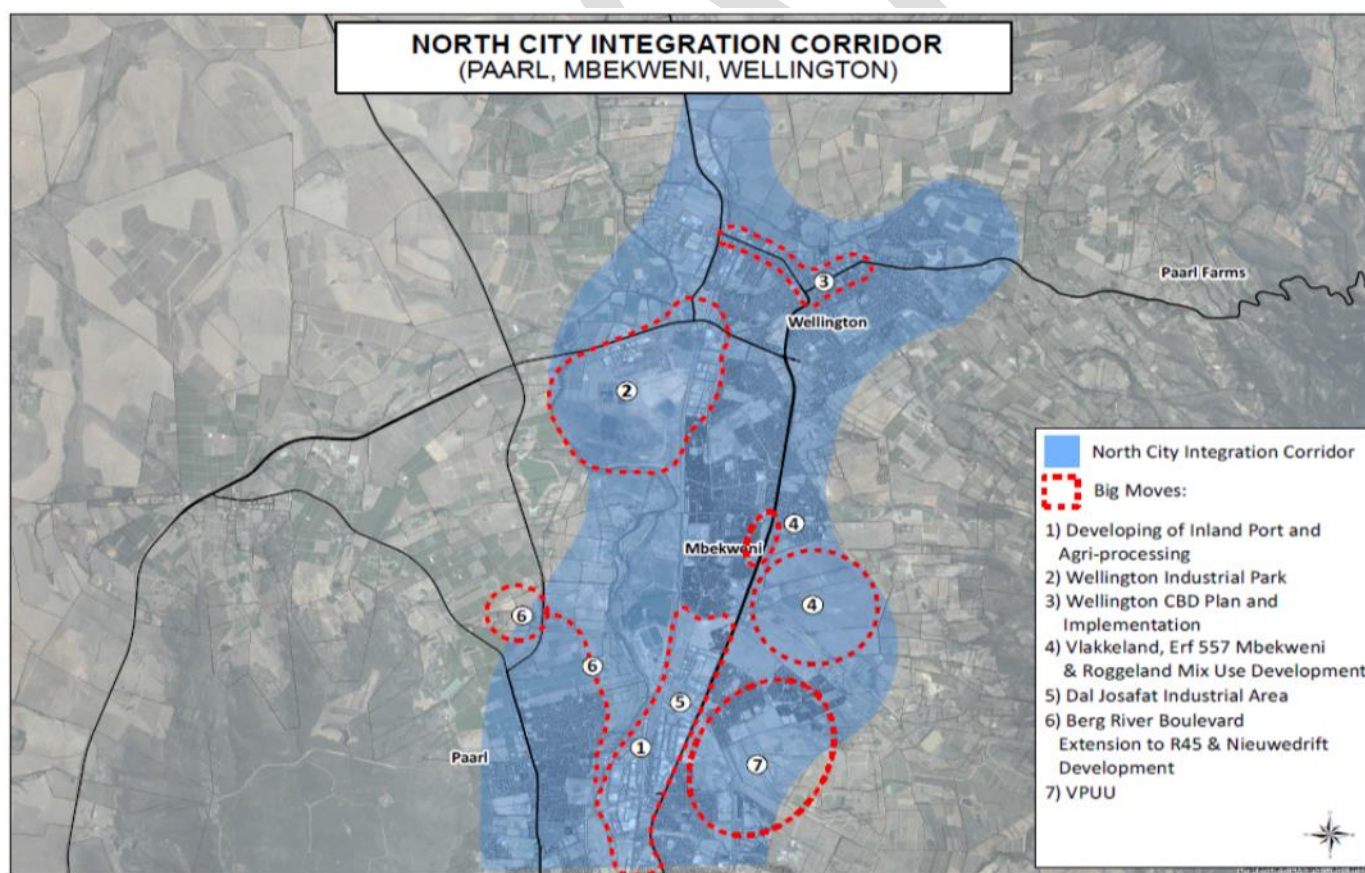
Description of Zone:

This Catalytic Zone is located north of the N1 and runs in a general north-south direction (with inclusion of Nieuwedrift as exception) and is referred to as the North City Integration Corridor. The Corridor includes the urban areas of Paarl, Mbekweni and Wellington (including the Wellington Industrial Park Precinct and the Berg River Boulevard extension to the R45 and Nieuwedrift). The Corridor overlaps with the N1 Corridor and the Paarl East/West Integration Corridor. The Big Moves that overlap with the other Catalytic Zones are not included in the tables for the North City Integration Corridor zone (i.e. therefore please refer to the other 2 Zones).

List of Big Moves and description:

- Development of the Wellington Industrial Park
- Implementation of the Wellington CBD Plan and Implementation
- Development of the Vlakkeland, Erf 557 Mbekweni, Erf 16161 and Roggeland (SAHRA acquisition of land for Integrated Mixed-Use development)
- Upgrade and development of the Dal Josafat Industrial Area
- Development of the Berg River Boulevard Extension to R45 and Nieuwedrift Development
- Planning and Implementation of the Violence Prevention through Urban Upgrade program

Figure 13: North City Integration Corridor



Implementation Matrix for North City Integration Corridor

Table 88: North City Integration Corridor Implementation Matrix

CATALYTIC ZONE	NORTH CITY CORRIDOR
BIG MOVE	Wellington Industrial Park
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Commencement of the extension development of the Wellington Industrial Park Precinct
	2. Establishment of Agro-parks in the Wellington Industrial Park Precinct
	3. Completion of the upgrade of infrastructure, at minimum cost, of Brownfield sites
	4. Serviced Industrial and Commercial sites transferred to property developers
	5. Commencement of the operation of the new landfill site
	6. Completion of the upgrade and rehabilitation of sewerage pump stations
	7. Completion of the development of the R44 and R45 intersection Gateway
	8. Rates and tax base increases for the area
	9. Employment opportunities created
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Secure development rights
	2. Agro-processing parks
	3. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment
	4. Alienation of serviced Industrial and Commercial sites
	5. Identify new landfill site
	6. Solution to landfill site problem
	7. Upgrade and rehabilitation of sewerage pump stations (...Wellington Industrial)
	8. Town Gateways
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klapmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.
BIG MOVE	Wellington CBD Plan and Implementation
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. Upgrade and development of the Church and Tourist Gateway Precinct in accordance with the Urban Design Plan (i.t.o. Wellington CBD Urban Design Framework)

CATALYTIC ZONE	NORTH CITY CORRIDOR
	<ol style="list-style-type: none"> Upgrade and development of the other 6 precincts in accordance with the Urban Design Plans (i.t.o. Wellington CBD Urban Design Framework) Upgrading of the Wellington WWTW completed Rates and tax base increases for the area Completion of the development of the Retief Street/Champagne Road, Hermon road and Bainskloof road Gateways Employment opportunities created Employment opportunities created
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> Church Street, Wellington UDF Implementation - Secure development rights Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs Town Gateways <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klapmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.</p>
BIG MOVE	Vlakkeland, Erf 16161, Erf 557 Mbekweni and Roggeland (SAHRA acquisition of land for Integrated Mix Use development)
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> Completion of the Vlakkeland bulk water upgrade, Mbekweni Completion of the development of the Vlakkeland mixed use development Completion of the development of Erf 557 Completion of the development of the Roggeland Upgrade and development of Mbekweni in accordance with the Urban Design Plans (i.t.o. Mbekweni Precinct Plan) Completion of upgrading of Pelikaan Park / Newton Upgrading of Paarl WWTW completed
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> Vlakkeland Bulk water upgrade, Mbekweni Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW Vlakkeland mixed use development: Secure development rights Erf 557 mixed use development: Secure development rights Secure development rights for Roggeland Mbekweni Precinct Plan

CATALYTIC ZONE	NORTH CITY CORRIDOR
	<p>7. Upgrading of Pelikaan Park / Newton</p> <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klappmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.</p>
BIG MOVE	Development of Dal Josaphat Industrial Area
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Completion and establishment of the Inland Port and Agri-processing plant 2. Completion the upgrade of the infrastructure, at minimum cost, of Brownfield sites 3. Serviced Industrial and Commercial sites transferred to property developers 4. Completion of the establishment of a Special Ratings Area in Dal Josaphat industrial area 5. Upgrading of Paarl WWTW completed
PROJECTS, PROGRAMS, INITIATIVES	<p>ITEM</p> <ol style="list-style-type: none"> 1. Development of Inland Port and Agro-processing plant (BM) 2. Brownfields – upgrade underutilised industrial sites with minimum infrastructure cost input requirements to encourage industrial investment. 3. Alienation of serviced Industrial and Commercial sites 4. Upgrading of Dal Josaphat 5. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW <p>Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klappmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.</p>
BIG MOVE	Berg River Boulevard Extension to R45 and Nieuwedrift Development
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	<ol style="list-style-type: none"> 1. Completion of reservoir and bulk water pipeline 2. Council accepts successful bidder's development proposals 3. Upgrading of Paarl WWTW completed 4. Completion of Berg River Boulevard extension to Retief Street

CATALYTIC ZONE	NORTH CITY CORRIDOR
PROJECTS, PROGRAMS, INITIATIVES	5. Council approval and implementation of site development plan for R45 and Nieuwedrift/Berg River Boulevard Gateways
	6. Completion of Berg River Boulevard extension to R45
	ITEM
	1. Nieuwedrift, Paarl – 0.5ML reservoir and bulk water pipe
	2. Nieuwedrift – Call for Development Proposals
	3. Upgrading of Waste Water Treatment Works to ensure sufficient capacity for future developments and eradicating maintenance backlogs especially at Paarl WWTW
	4. Extension of Berg River Boulevard to Retief Street
	5. Town Gateways
	6. Extension of Berg River Boulevard to R45 and Nieuwedrift
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Vacant land study, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klapmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy.

3.6 HINTERLAND (SARON, GOUDA, HERMON, RURAL AREAS)

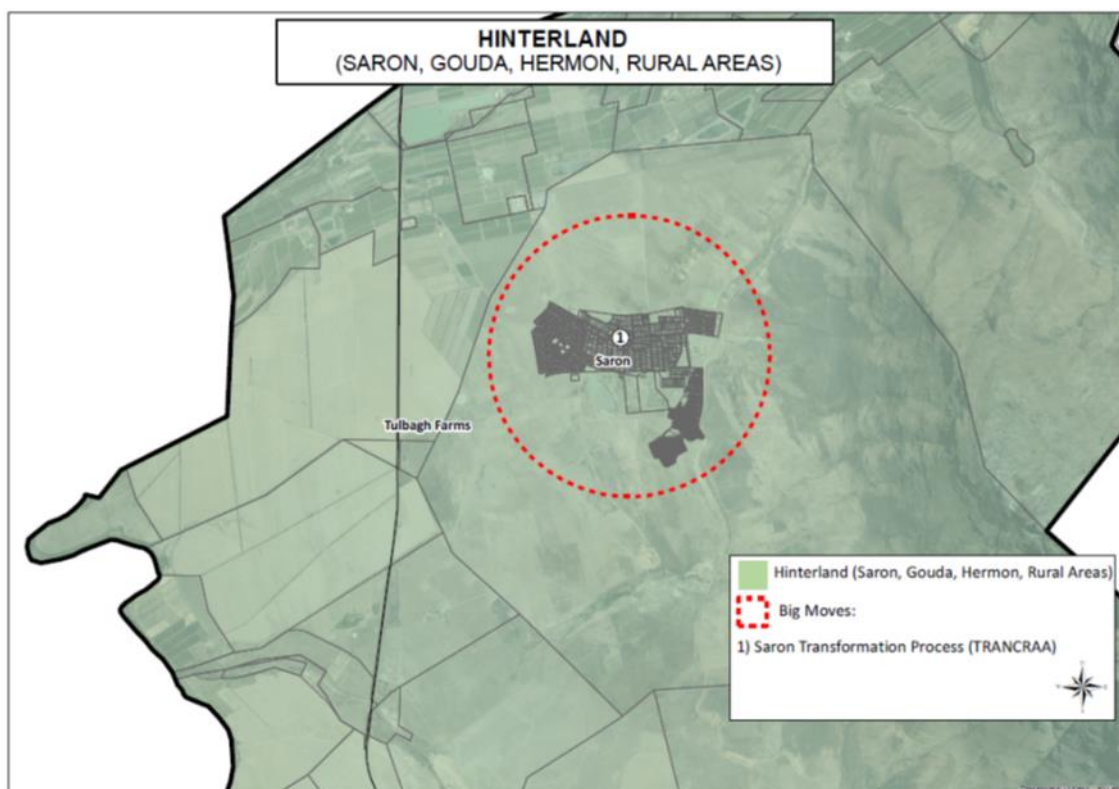
Description of Zone

Drakenstein's Hinterland constitutes Windmeul, Hermon, Gouda and Saron. This inland region is strategically located along the R44 and in close proximity of the N7 a strategic Transport corridor of the Western Cape. The region focuses primarily on Agriculture and related sector activities and therefore we identified the need to enhance the Agro –Processing value chain in the area.

List of Big Moves and description

- Agro –Processing value chain in the area- This Big Move will focus on enhancing the existing Agro-Processing sector in the region through the development of a Business Retention and Expansion Strategy linked to the sector. We will focus on both upstream and downstream linkages of this sector.

Figure 14: Hinterland – Saron, Gouda, Hermon Rural Areas Corridor



Implementation Matrix for Catalytic Zone 5: Hinterland – Saron, Gouda, Hermon Rural Areas Corridor

Table 89: Hinterland (Saron, Gouda, Hermon, Rural Areas)

CATALYTIC ZONE	HINTERLAND (SARON, GOUDA, HERMON, RURAL AREAS)
BIG MOVE	Enhance Agro-processing value-chain in rural area
KEY PERFORMANCE AREA	Planning and Economic Development
INDICATORS OF SUCCESS	1. High Value Manufacturing.
	2. Increased contribution of SME Agro-processors to the GDP and employment.
	3. Increased access of SME Agro-processors to business development services.
	4. Availability of Integrated Transportation system –both passenger and goods and services
	5. Business Expansion
	6. Capital Investment
	7. Infrastructure Investment
	8. Social Stability
	9. Decrease in Social Services demands in area
	10. Number of businesses established in value chain
	11. Output per Capita
	12. Development of dignified and integrated human settlements
	13. Increase in skilled workforce
	14. Decrease in Absolute Poverty Rates

CATALYTIC ZONE	HINTERLAND (SARON, GOUDA, HERMON, RURAL AREAS)
PROJECTS, PROGRAMS, INITIATIVES	ITEM
	1. Gouda and Saron CBD: Small Business Development Upgrade.
	2. Hermon Precinct Plan
	3. Rural Tourism Product Development
	4. Identification and site development of cultural and heritage places of interest
	5. Installation of Tourism signage and infrastructure at iconic attractions
	6. Saron Transformation Process (TRANCRAA)
	7. Construction of Saron Community Hall
	8. Upgrade/replace reticulation system in Saron
	9. Replace/upgrade of bulk water pipe, Saron and Gouda
	10. Pre-paid water meters –area wide
	11. Saron Water Depot
	12. Centralize sludge management
	13. Upgrade and rehabilitation of sewerage pump station (Saron)
	14. Upgrade and Rehabilitation of sewer systems in entire Drakenstein
	15. Re-use of treated wastewater effluent
	16. Water Treatment works (2MI/d, 2MI reservoir and 100MI, open dam, Saron)
	17. Gouda Small Holdings- Water Reticulation System
	18. Telemetric system upgrade
	19. Replacement/Upsizing of reticulation system
	20. Environmental Performance Monitoring System
	21. Promotion of Green Economy
	22. 100-year Berg River Flood scenarios
	23. Air Quality Management Plan and Air Quality monitoring
	24. Berg River Maintenance Management Plan
	25. Update of key plans including Climate Change Strategy and Environmental Management Framework
	26. Water and Sanitation in rural areas
	27. Identification of available land for ECD centres
	28. Accreditation Restructuring Zones - Appointment of turnkey implementation housing agent
	29. Co-ordination of sufficient health services
	Strategic and Spatial Enablers: Development and Investment Desk, Public Transport Plan, Tourism and Investment Destination Marketing, Environmental Performance Monitoring System, Climate Change Strategy and Environmental Framework, Biodiversity and Alien Management Strategies, Integrated Zoning Scheme, Land Use Planning By-law, Building Control Collaborator Module, Land Use Planning Collaborator Module, Roll-out of Broadband, Plan for Alien Management on Municipal Land, Klapmuts Local SDF and Implementation, Infrastructure Master Plan, Integrated Economic Growth Strategy, Tourism and Investment Destination Marketing, Rural Development Strategy, Facilitate linkages with Agri-park, Rural Tourism Strategy.

3.7 ALIGNMENT OF THE INTEGRATED DEVELOPMENT PLAN (IDP) AND THE SPATIAL DEVELOPMENT FRAMEWORK

3.7.1 ALIGNMENT OF IDP VISION AND SDF VISION

The Integrated Development Plan (IDP) is the overall strategic development plan for a municipality, prepared in terms of the Municipal System Act, Act 32 of 2000, that guide decision-making, budgeting and development in the municipality. The Spatial Development Framework (SDF) presents the long-term vision of the desired spatial form of the municipality. The SDF is thus a critical component to the IDP to direct municipal and private sector spending and investment by providing spatial proposals and strategies (thus the location and nature of development) which will support economic growth and integrated human settlements.

The IDP and SDF will now be interrogated in order to support the notion that the two strategic documents are aligned as required in terms of the Municipal System Act, Act 32 of 2000, Spatial Planning and Land Use Management Act, Act 16 of 2013 and the Land Use Planning Act, Act 3 of 2014.

A comparison will now be made between the two documents in terms of the following:

- Vision;
- Key Performance Areas and SDF Themes;
- Maps; and
- Big Moves and SDF Implementation Matrix.

The following table presents the IDP Vision and the SDF Vision:

Table 90: IDP Vision and SDF Vision

IDP Vision	SDF Vision
<p>A city of excellence</p> <p>The long-term Strategic Plan (Vision 2032) is the strategy for Drakenstein Municipality to realise the vision of being a “City of Excellence” within the next fifteen years. Key facets of the Vision are economic dynamism, quality of life for all, a strong, well-governed brand and financial sustainability. Long-term strategies are required to develop, maintain and extend Drakenstein’s national and international competitiveness.</p>	<p>The Drakenstein Municipality located at the heart of the Winelands and building on its assets – its dramatic scenic landscape, precious natural and cultural heritage, quality educational institutions and sporting facilities, thriving agricultural economy and unrivalled access to the regional access and logistics network – will be a city of excellence for all its residents.</p>
Alignment of the IDP Vision and SDF Vision	
<p><u>Both Visions:</u></p> <ul style="list-style-type: none"> • emphasize the movement to city status • highlight the importance to excel • emphasize a long-term strategy for Drakenstein Municipality • build on the municipality’s key assets, quality of life and economic sustainability • realise the municipality’s competitiveness on a regional, national and international level 	

It can therefore be concluded that the two Visions are aligned, with the IDP providing a strategic vision and the SDF providing the spatial strategy for the IDP vision.

3.7.2 ALIGNMENT OF THE IDP KEY PERFORMANCE AREAS AND SDF THEMES

Taking cognisance of the political, national, provincial and district policies and plans, seven Key Performance Areas (KPA's) were identified in the IDP for Drakenstein Municipality. Within the SDF, six themes emerged based on a synthesis of the key opportunities and challenges identified in the status quo analysis as well as the formulation of the SDF Vision.

The following table represents the alignment of the IDP KPA's and the SDF Themes.

As can be derived from the table, the SDF Themes makes cross-cutting references to each of the IDP KPA's. It can therefore be concluded that the IDP KPA's and the SDF Themes are aligned, with the IDP providing the broad basis for performance within the municipality and the SDF Themes providing strategies (from a spatial point of view) to adhere thereto.

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Table 91: Alignment of IDP KPAs and SDF Themes

IDP KPA	SDF Themes					
	Environmental Management	Agriculture and Rural Development	Heritage and the Cultural Landscape	Connectivity and Green Logistics	Sport and Recreation	Settlements and Communities
Good Governance: To promote proper governance and public participation.	Promotes custodian/stewardship of natural assets. Develop environmental awareness and education.	Increase exposure of agricultural practices and products to the general public and increase food security and nutritional awareness.	Establish partnerships for integrated management of landscapes and scenic routes and areas of cultural significance which cut across municipal boundaries.	Expand recycling initiatives.	Establish agreements regarding the sharing of facilities to optimize use and cross-code training benefits.	Investigate private-public partnerships for key priority projects.
A public participation process is followed for the SDF which strives to be in line with the IDP public participation process.						
Financial Sustainability: To ensure financial sustainability in order to meet the statutory requirements.	Public-private partnerships for disaster management. Incentivise conservation of private land	Re-orientation of existing farming model to facilitate appropriate subdivision, diversification, adaptive re-use of irrigated land, fast-tracked land reform and new local food chains between producers and consumers.	Acknowledge the potential for growing the contribution that these resources (heritage and cultural resources) make to the local economy.	Promote Drakenstein as a regional agri-processing hub through strengthening its position within the regional distribution network and unlocking key economic drivers.	Capitalize on established educational, sport and outdoor recreational facilities and opportunities to attract investment and spending. Investigate external funding options for facilities.	Promote urban renewal programmes in CBDs. Facilitate land ownership and security of tenure.
Institutional Transformation: To transform the municipality into an effective and efficient organization.	Invest in public-private partnerships.	Adopt new land use management scheme to manage agri-land diversification.	Adopt new land use managements scheme and heritage overlay zone to address impact on sensitive landscapes.	New land use management system to cater for transport industries.	Land use management requirements for sport facilities to allow mixed use development and	New models of housing delivery and security of tenure to promote densification, accommodate a

IDP KPA	SDF Themes					
	Environmental Management	Agriculture and Rural Development	Heritage and the Cultural Landscape	Connectivity and Green Logistics	Sport and Recreation	Settlements and Communities
					guidelines for student accommodation.	variety of income groups and a range of land uses.
	Drakenstein Municipality has a dedicated Planning Department to deal with spatial planning and land use management					
Physical Infrastructure and Energy Efficiency: To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.	Promote off-grid services in outer lying and environmentally sensitive areas. Improve basic services to reduce disaster risk. Stricter management of resource utilization and consumption.	Promote off-grid agriculture infrastructure. Employ new technology e.g. hydroponic growing.	Promote off-grid services in outer-lying areas or environmentally sensitive areas.	Develop and implement sustainable energy plans. Understand infrastructure requirements and locational preferences for industry and agri-processing and provide infrastructure requirements accordingly.	Understand and address student transport needs. Establish infrastructural requirements of coordinated network of sporting facilities. Strategy for transport management of big events.	Upgrade network capacity to cope with densification. Ensure that long-term planned expansion of infrastructure networks will result in optimal use of land and smart growth patterns.
Economic Growth and Development: To plan and facilitate sustainable and inclusive economic growth and development.	Eco-tourism encouraged. Employment through EPWP.	Agriculture as the economic base of the region. Agri-tourism and heritage assets to be promoted. Leverage rural and economic growth through road and rail infrastructure. Encourage food security.	Promote eco-tourism, agri-tourism and signage strategy for municipality.	Promote incentives to attract green economy and agri-processing projects and initiatives.	Investigate the sport/events economy to understand the institutional, logistical and marketing requirements. Promote the Drakenstein region as an educational hub.	Optimise use of land in green- and brownfield developments.

IDP KPA	SDF Themes					
	Environmental Management	Agriculture and Rural Development	Heritage and the Cultural Landscape	Connectivity and Green Logistics	Sport and Recreation	Settlements and Communities
Safety and Environment Management: To ensure a safe community and a healthy and protected environment.	Protect Critical Biodiversity Areas. Roll-out of disaster management plans and map high vulnerability index and risk areas. Recognise the threat of climate change.	Establish sites for urban agriculture to promote household food security and improved nutrition. Employ appropriate technology to manage climate control.	Protect scenic routes, gateways, view sheds and sensitive interfaces between settlements and the natural and rural environment.	Protect sensitive interface between rural and urban landscapes from potentially insensitive uses and infrastructure.	Invest in the maintenance and upgrading of stadiums and sporting facilities. Protect public places used for sport and recreation.	Protect the particular sense of place of settlements and nodes.
Social and Community Development: To facilitate social and community development.	Identify and map high disaster risk areas.	Provide for farmworker and rural dweller settlement in the Human Settlement Plan. Innovative land reform/ownership options.	Celebrate gateways/scenic entry points to the municipality and its settlements.	Expand agri-processing activities in appropriate locations that relate to existing settlements.	Identification of strategic sites for the establishment of centralized community sport facilities and a regional sporting centre and conference facility.	Promote social development, community livelihoods and safety through the sustainable delivery of social facilities, public open spaces, recreational facilities and housing. Pursue social and physical integration of previously segregated areas.

3.7.3 ALIGNMENT BETWEEN THE CATALYTIC ZONES IDENTIFIED IN THE IDP AND THE FOCUS AREAS IDENTIFIED IN THE SDF: MAPS

Vision 2032 makes provision for five catalytic zones within the Drakenstein Municipal Area, whilst the SDF developed 13 Focus Areas (with the rural areas dealt with at a broader level). It should be noted that the IDP Catalytic Zones refer to a spatial location on a broader scale, whilst the SDF Focus Areas provide detailed spatial information up to a cadastral level.

Catalytic Zones, as stated in the IDP, are intra-municipal zones of spatial and economic activity. Catalytic Zones contain “Big Moves” which are initiatives that will, over the next fifteen years, dramatically alter and improve the space, economy and sustainability of Drakenstein. Catalytic Zones cut across wards and administrative boundaries of the towns in Drakenstein. Certain Catalytic Zones overlap - this is critical because it promotes and strengthens the integration between the different catalytic zones.

The Spatial Development Framework equally, identifies 13 Focus Areas for the Drakenstein Municipal Area. Each Focus Area (FA) contains a spatial strategy consisting of a spatial concept plan, a land use implications plan and an implementation matrix for IDP prioritization. These focus areas should not be seen in isolation, but should be considered in close relation to one another in order to ensure that the broader spatial concepts are achieved in a holistic and cohesive manner.

The SDF Focus Area Maps were superimposed on the IDP Catalytic Zone Maps. As can be derived from the superimposed maps hereunder (after table below), both the IDP Catalytic Zones and the SDF Focus Areas provides spatial referencing for the entire Drakenstein Municipal Area.

The linkage between the IDP and SDF is summarized as follows:

Table 92: Linkages between IDP Catalytic Zones & SDF Focus Areas

Catalytic Zones identified in IDP	Focus Areas identified in SDF	Superimposed Maps
North City Corridor (Paarl, Mbekweni, Wellington)	FA1, FA2, FA3, FA4 (Paarl, Paarl East, Mbekweni, Wellington)	Figure 1
Paarl East/West Integration Corridor (corridor to the south a portion of Berg River Boulevard and Arboretum, Paarl CBD, Huguenot station pre-& portions of Paarl East)	FA1, FA2 (Paarl, Paarl East)	Figure 2
South City Corridor (south of N1 [mostly within the urban edge] & Simondium)	FA5, FA6 (Paarl South, Simondium)	Figure 3
N1 Corridor (Klapmuts North, Ben Bernhard, De Poort, Paarl Hamlet [including the Paarl Mall precinct], Huguenot Tunnel)	FA1, FA2, FA7, FA8 (Portions abutting N1, Ben Bernhard, Klapmuts North)	Figure 4
Hinterland (and Hamlets) (Windmeul, Hermon, Gouda Saron, Bainskloof Village, farms)	FA9, FA10, FA11, FA12, FA13 (Windmeul, Hermon, Gouda Saron, Bainskloof Village and farms)	Figure 5

Figure 15: North City Integration Corridor Map

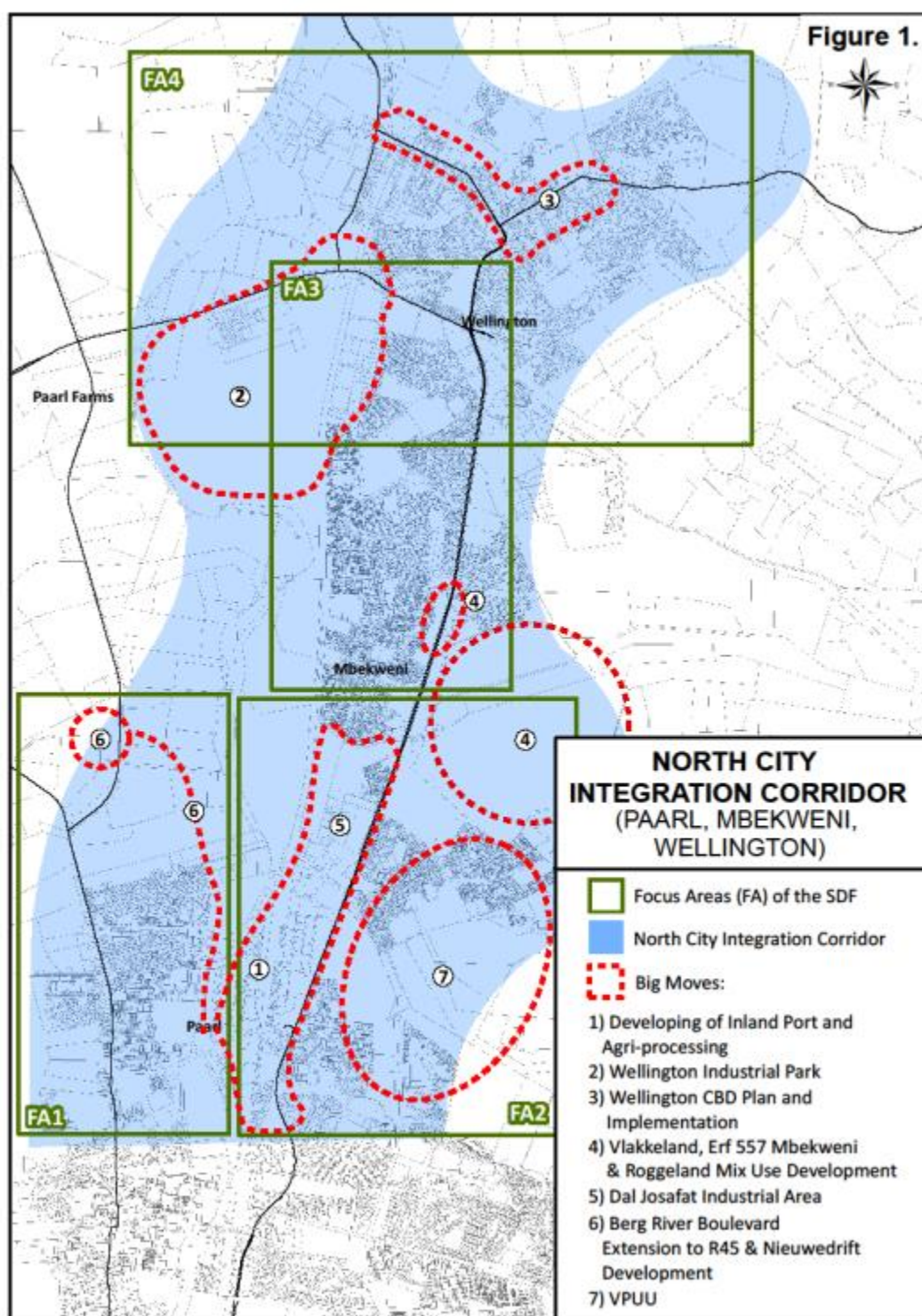


Figure 16: Paarl East/West Integration Corridor Map

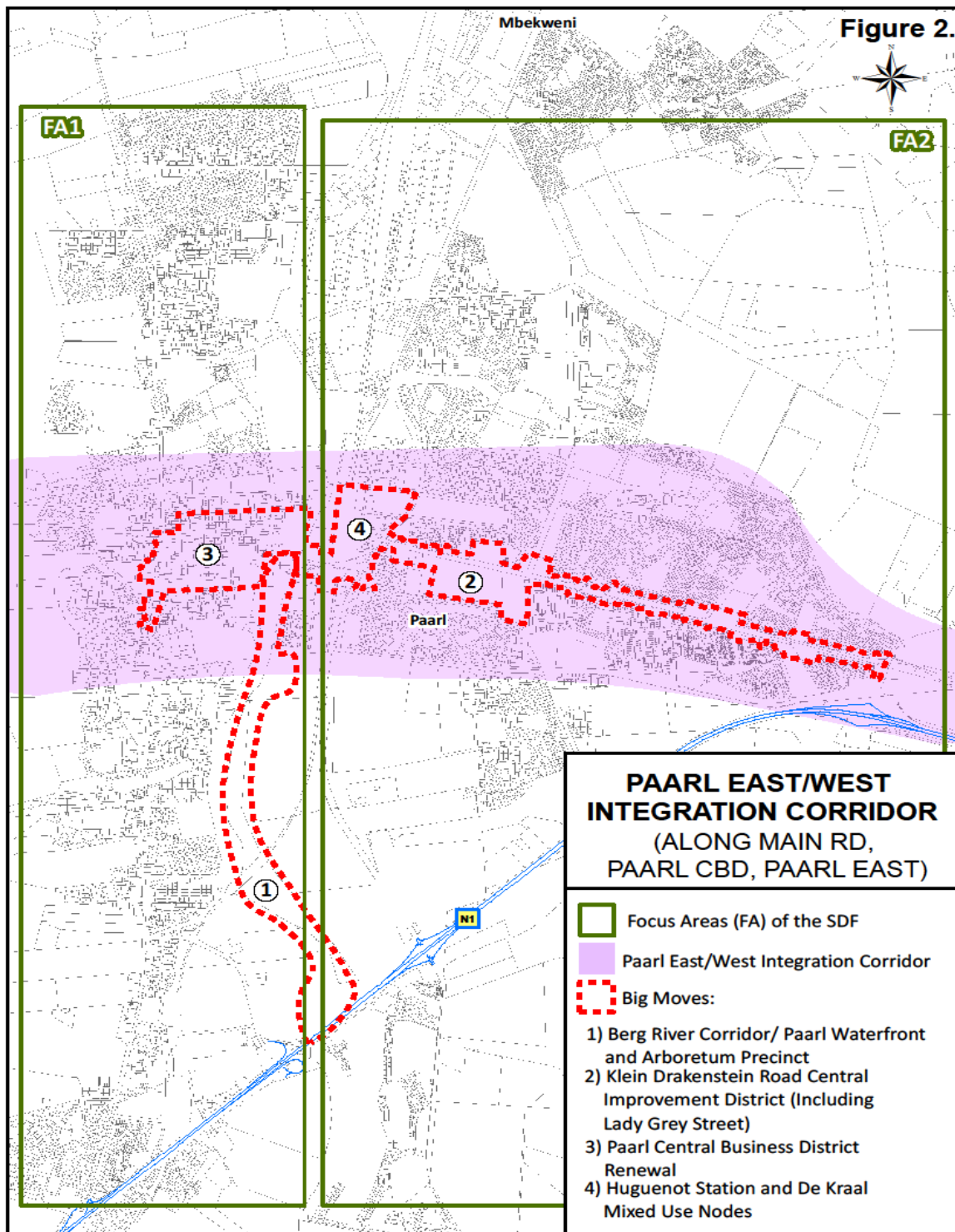


Figure 17: South City Corridor Map

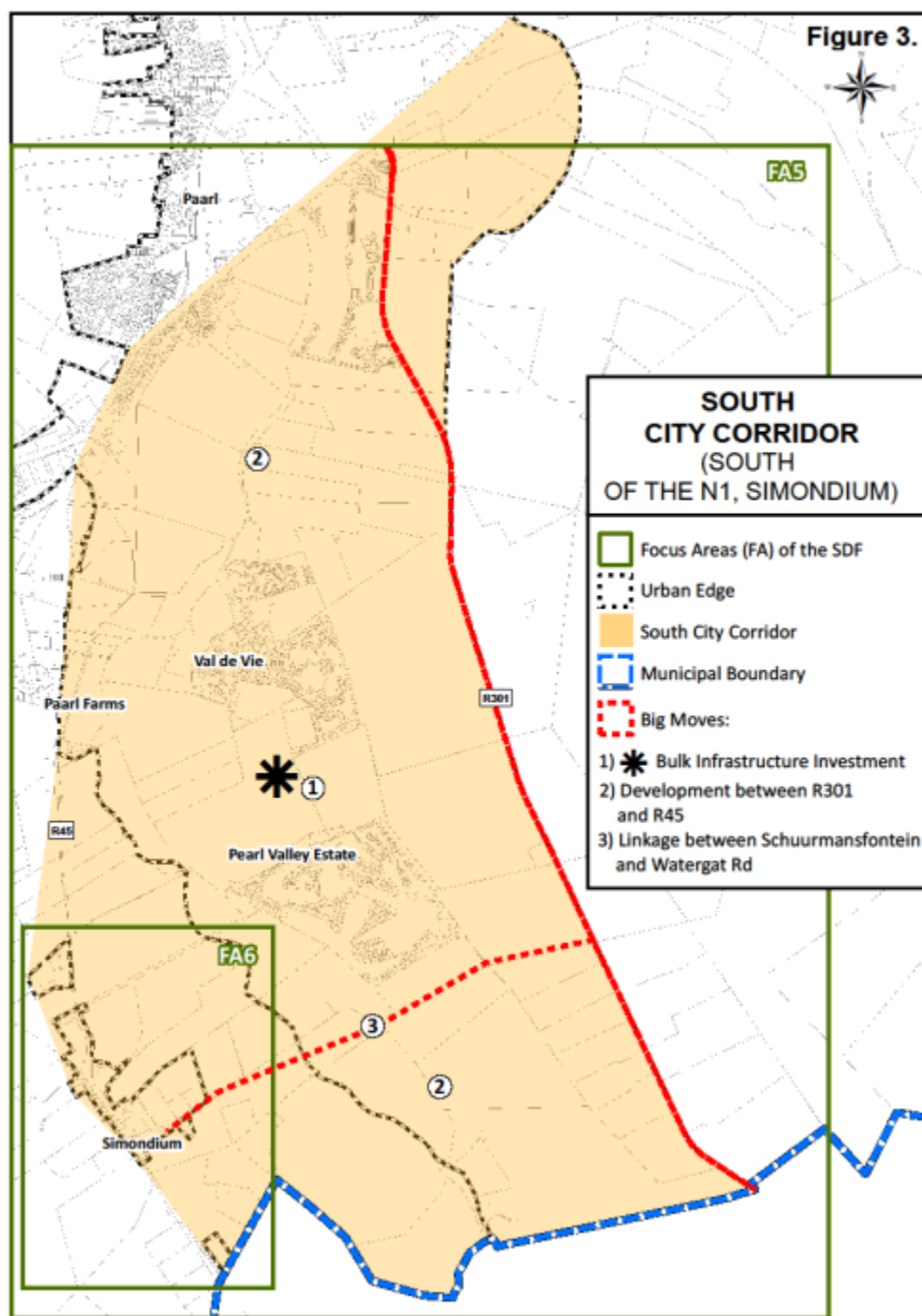


Figure 18: N1 Corridor Map

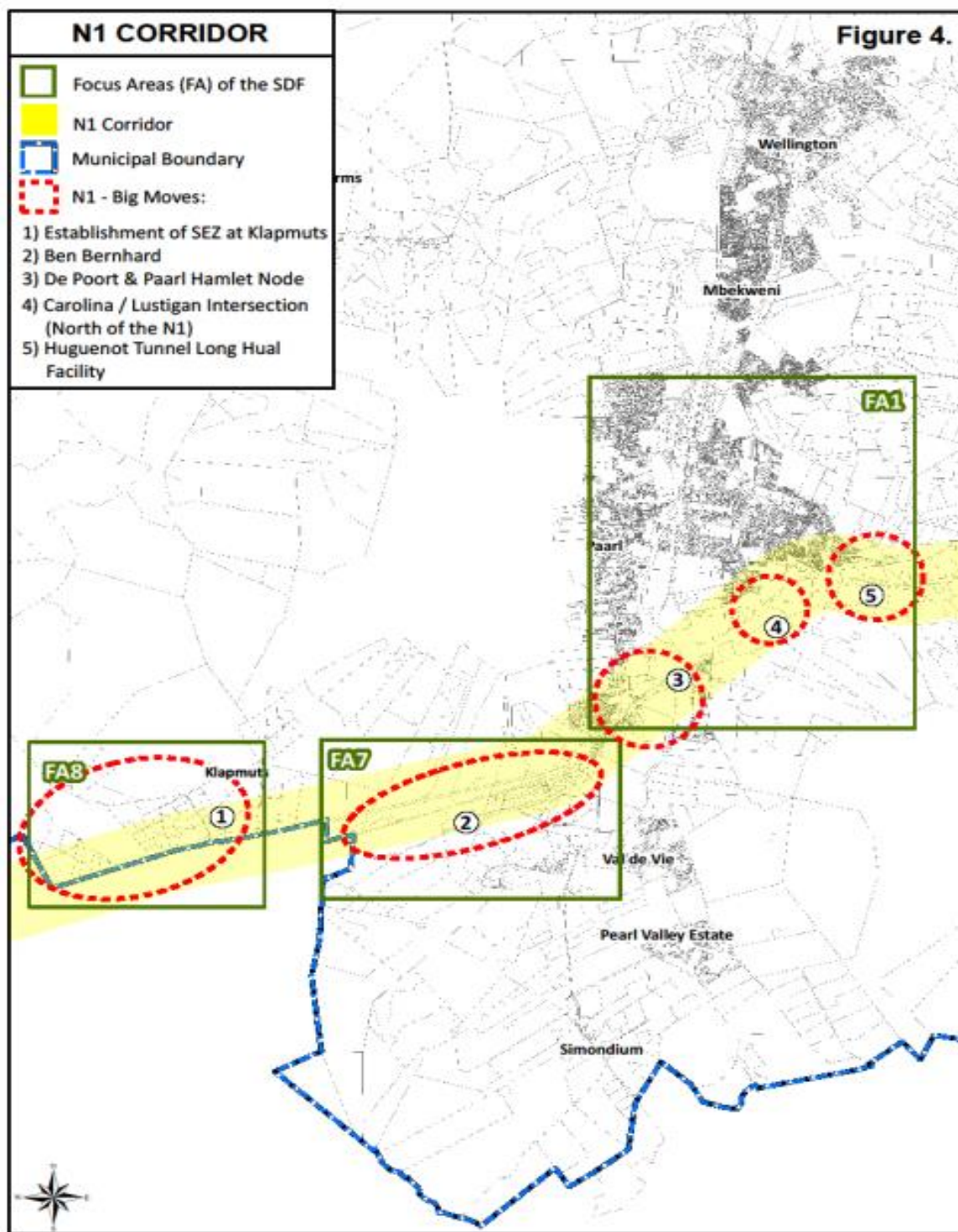
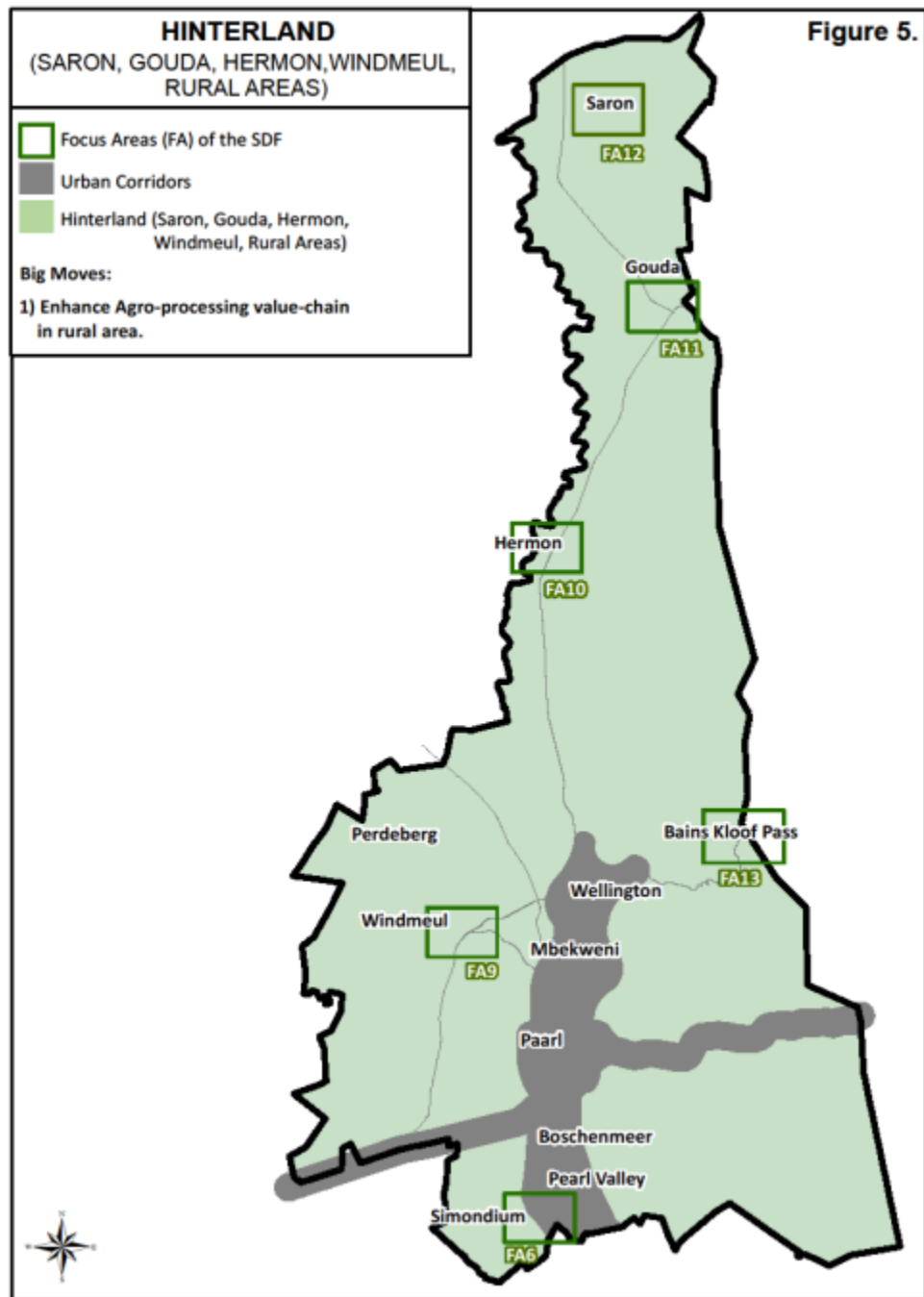


Figure 19: Hinterland Map



3.7.4 ALIGNMENT BETWEEN THE IDP BIG MOVES AND SDF IMPLEMENTATION MATRIX

In order to ensure vertical and transversal alignment; to ensure adequate time and resource allocation; and to enable performance management, Vision 2032 identified an array of Big Moves. Big Moves are initiatives which will, over the next fifteen years dramatically alter and improve the space, economy and sustainability of Drakenstein. Big Moves were then broken down into Key Initiatives, Programs and Projects, also underpinned by timeframes, budget and responsible department. These Big Moves have been located spatially within the five Catalytic Zones. All of the above are underpinned by series of transversal enablers, such as policies, procedures and by-laws – the governance, financial and institutional foundation of both Drakenstein, the Local Authority, and Drakenstein the City of Excellence.

The SDF also makes provision for an Implementation matrix for each Focus Area which describes the type of projects that need to be initiated in a specific area. The matrix provides a description of the project, indicating whether it should be prioritized as a short, medium- or long-term project, the implementing agents and possible funding sources. All of the above, are underpinned by existing policies, strategies and plans that support the SDF proposals. Also, the municipality commissioned policy documents that will support the implementation of the SDF and recommendations are also made for additional policies required to implement the SDF proposals in order for Drakenstein to be “A City of Excellence”.

There is an alignment between the IDP Big Moves and the SDF Implementation Matrix as well as an alignment of the spatial location of the IDP Catalytic Zones and the SDF Focus Areas. The below table provides a snapshot correlation of the highlighted development priorities of the Drakenstein Municipality as identified in both the IDP and SDF.

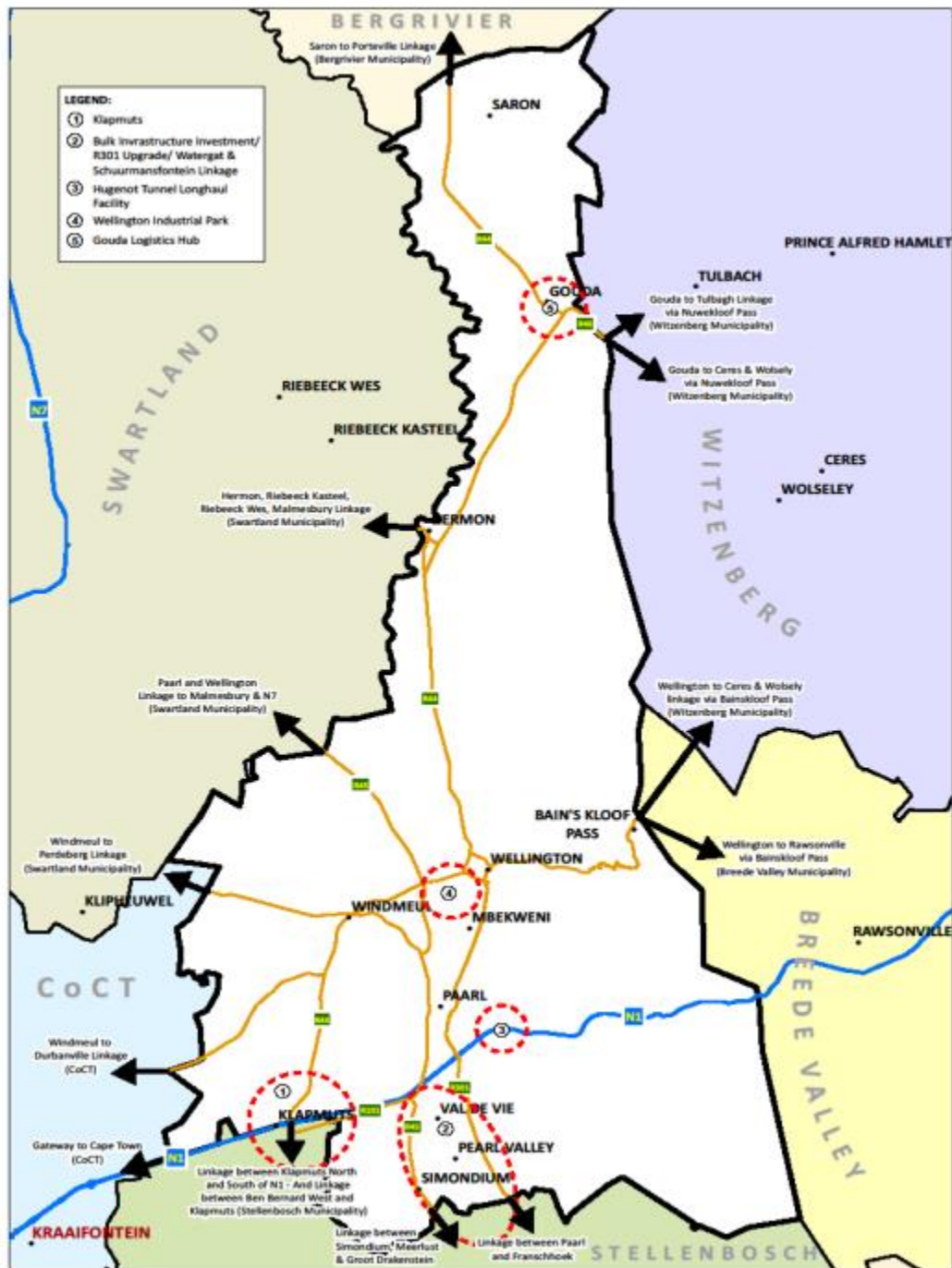
Table 93: IDP Big Moves and SDF Implementation Matrix

IDP BIG MOVES	Referenced in Catalytic Zone Map	Referenced in Focus Area Map	SDF IMPLEMENTATION MATRIX
List of Big Moves for North City Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA1, FA2, FA3, FA4
Developing an Inland Port and Agri-processing	Nr1	FA2.8	Dal Josafat Station Precinct development proposed
Development of the Wellington Industrial Park	Nr2	FA4.6	Wellington Industrial Park Development Plan proposed (add to high priorities)
Implementation of the Wellington CBD Plan and Implementation	Nr3	FA4.2	Wellington CBD Urban Design Framework proposed and completed
Development of the Vlakkeland, Erf 557 Mbekweni, Erf 16161 and	Nr4	FA3.1	Roggeland Precinct Plan proposed

IDP BIG MOVES	Referenced in Catalytic Zone Map	Referenced in Focus Area Map	SDF IMPLEMENTATION MATRIX
Roggeland (SAHRA acquisition of land for Integrated Mix Use development)			
Upgrade and development of the Dal Josafat Industrial Area	Nr5	FA2.4 & FA2.8	Upgrade of industrial area to occur along station precincts Incentivise existing industrial strip west of Jan van Riebeeck Drive (spatial proposal only)
Development of the Berg River Boulevard Extension to R45 and Nieuwedrift Development	Nr6	FA1.5	Nieuwedrift development framework proposed Berg River Boulevard extension proposed (connectivity indicated in SDF spatial concept plan only)
List of Big Moves Paarl East/West Integration Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA1, FA2
Development of the Berg River corridor/ Paarl Waterfront and Arboretum Precinct	Nr1	FA1.4	Paarl Waterfront and Arboretum Precinct Plan proposed
Urban upgrade of Klein Drakenstein Road Central Improvement District (Including Lady Grey Street)	Nr2	FA2.1	Klein Drakenstein Road Central Improvement District Plan proposed
Paarl Central Business District Renewal	Nr3	FA1.3	Paarl CBD (and Main Road) Urban Design Framework proposed
Upgrade and Development of the Huguenot Station and De Kraal Mixed Use Nodes	Nr4	FA2.4	Huguenot Station Precinct Plan (inclusive of De Kraal) proposed
List of Big Moves for South City Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA5, FA6
Creation of a new city corridor between R301 and R45	Nr2	FA5.3	Infill development proposed, thus mixed land uses catering for a variety of income groups
Creation of the Watergat/Schuurmansfontein Integration Route	Nr3	FA5.2	Paarl South New Public Road link proposed
Investment in South City Corridor Bulk Infrastructure	Nr1	FA5.5	New services and upgrading of services paramount to support new growth and densification

IDP BIG MOVES	Referenced in Catalytic Zone Map	Referenced in Focus Area Map	SDF IMPLEMENTATION MATRIX
List of Big Moves for N1 Corridor	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA8, FA7, FA1 (abutting north of N1), FA2 (abutting north of N1)
Implement a Special Economic Zone at Klappmuts	Nr1	FA8.1	Klappmuts to be promoted as Special Economic Zone
Development of the Huguenot Tunnel Long Haul facility	Nr4	FA2.7	Logistics node and gateway proposed at Huguenot Tunnel
Promotion of a Special Economic Zone at Ben Bernhard	Nr2	FA7.1	Ben Bernhard area indicated as an area to attract investment (logistics, industrial, business hub)
Development of De Poort and Paarl Hamlet node	Nr3	FA1.1	Urban renewal, mixed land use with De Poort as industrial heritage centre and gateway
Development around the Carolina / Lustigan Intersection (North of the N1)	Nr5	spatial proposal in FA2	Promote infill development along portions of N1 (not a high priority in SDF as land use approvals have already been granted for many private development in the area)
List of Big Moves for Hinterland (Hinterland & Hamlets)	Yes	Yes	List of high priority IDP status implementation projects for Focus Area: FA9, FA10, FA11, FA12, FA13
Agri-Processing value chain in the area- This Big Move will focus on enhancing the existing Agri-Processing sector in the region through the development of a Business Retention and Expansion Strategy linked to the sector. The focus will be on both upstream and downstream linkages of this sector.	Nr1	FA11.1 & FA12.1	Gouda transport logistics hub proposed Saron Heritage Core Precinct Plan Agriculture, agri-processing, tourism, operating as local service centre are core drivers for all rural areas

Figure 20: Linkages with Neighbouring Municipalities



Catalytic Zone: North City Integration Corridor as per the IDP and its relation to the SDF

The Corridor includes the urban areas of Paarl, Mbekweni and Wellington (including the Wellington Industrial Park Precinct and the Berg River Boulevard extension to the R45 and Nieuwedrift). The Corridor overlaps with the N1 Corridor and the Paarl East/West Integration Corridor. The SDF promotes this corridor as the area with the highest social and economic benefits for its residents based on the area's appetite for mixed use development, densification, different modes of transport and creating employment opportunities.

- **SDF Spatial Strategy – Wellington Industrial Park as link to N1 (City of Cape Town, east into greater South Africa), Swartland Municipality and Saldanha Municipality (see reference 4 on above map)**

The extension of the existing Wellington Industrial Park provides investment opportunities for national and international markets with subsequent employment opportunities being created for the residents of Drakenstein Municipality. The location of this industrial park on the R44, provides unrivalled access to Swartland Municipality, with linkages to the N7 connecting with the Saldanha Bay Municipality. The economic benefits for this industrial park with the Saldanha Bay Industrial Development Zone should be investigated as the existence of the connecting N7 and rail linkages presents opportunities which should work to the benefit of both municipalities.

Catalytic Zone: South City Corridor as per the IDP and its relation to the SDF

The South City Corridor is situated to the south of the N1 – thus generally bounded by the N1, R301, south of the Drakenstein Prison (municipal boundary with Stellenbosch Municipality) and the R45. This area is gaining popularity due to its strategic location within the Drakenstein Municipal boundaries and its accessibility to the City of Cape Town, Stellenbosch Municipality (Franschhoek, Pniel & Stellenbosch) and northern parts of South Africa. A new public integration route (Watergat/Schuurmansfontein Roads) is proposed in the SDF to spatially link communities to the east and west of the Berg River.

SDF Spatial Strategy - Simondium as link to Stellenbosch Municipality (see reference 2 on above map)

The Watergat/Schuurmansfontein Integration Route as indicated in the SDF and prioritized in the IDP proposes a spatial link to connect communities to the east (Simondium) and west (along the R301) of the Berg River. This public route will also provide a further additional link to the Stellenbosch Municipal Area. The subsequent provision of bulk services in the area will also unlock development opportunities in the Simondium area, which could link up/connect with the Groot Drakenstein and Meerlust housing project located within the Stellenbosch Municipal Area. Again, an opportunity can

be created to address the dire need for farmworker housing in an integrated manner in the Simondium/Groot Drakenstein Area should transport linkages and bulk services be prioritized by both municipalities. Working together on this common goal can result in benefits for both municipalities with greater motivation for MIG funding, housing subsidies and other funding options. It is also noteworthy that Drakenstein Municipality supplies and are responsible for providing electricity (including the related infrastructure) to areas located within the Stellenbosch Municipal Area.

SDF Spatial Strategy – R301 as link to Stellenbosch Municipality (see reference 2 on above map)

Upgrading of the R301 is considered a priority in the IDP as this will stimulate further development in the area. The SDF proposes that mixed land uses should be encouraged along this route. The R301 is also the main route in Drakenstein Municipality providing access to Mandela House and it links up with Franschhoek being a main tourist destination within the Stellenbosch Municipal Area. Greater tourism linkages should be investigated in order to attract tourists from the Franschhoek area to the scenic and rich history of Drakenstein Municipality.

Catalytic Zone: N1 Corridor as per the IDP and its relation to the SDF

The N1 Corridor stretches from Klapmuts in the west to the Huguenote Tunnel toll plaza in the east. The corridor straddles the N1 and includes areas such as Klapmuts, Ben Bernhard, the De Poort and Paarl Hamlet and the Huguenote Tunnel toll plaza.

The SDF emphasises the role of the N1 as a connecting and main movement and logistics corridor within the Drakenstein Municipality and beyond. The N1 Corridor provides direct movement between this municipality and the City of Cape Town to the west and unrivalled movement to the west, thereby accessing Breede Valley Municipality and the greater Western Cape and broader South Africa.

SDF Spatial Strategy - Klapmuts as nodal link to City of Cape Town and neighbouring municipalities (See reference 1 on above map)

On the N1 Corridor, the Klapmuts Area is considered a new regional economic node within the Greater Cape Metro Regional Spatial Implementation Framework. Klapmuts, north of the N1, and situated within the Drakenstein Municipal area, is earmarked as a Special Economic Zone thereby opening up major economic opportunities for Drakenstein Municipality. The Klapmuts area, located south of the N1, lies within the Stellenbosch Municipal Area, where major housing opportunities are currently being provided along together with socio-economic opportunities. Drakenstein Municipality should therefore capitalize on providing investment opportunities to the north of the N1 in order to grow this new node into a viable economic space. The Klapmuts area can serve as the “Connecting

Gateway” with our neighbouring municipalities, namely City of Cape Town, Stellenbosch Municipality (via R44 to the south) and Swartland Municipality (via R44 to the north) and Breede Valley Municipality and/or any South African area situated along the N1 (via N1 to the east).

Drakenstein Municipality should therefore strive to market Klapmuts as:

- An attractive decentralized economic node with quality services and good accessibility for businesses wishing to locate outside of the City of Cape Town due to pressures such as traffic congestion, high property rates etc.; and
- An attractive economic hub for goods and services from other neighbouring municipalities due its unrivalled regional access and logistics network.

This economic node will achieve even greater traction and momentum should Drakenstein and Stellenbosch Municipalities have a mutual understanding and commitment to attract businesses and employment opportunities to the Klapmuts area to benefit both municipalities and its communities to achieve its development objectives. Addressing the Klapmuts development issue clearly requires a collaborative sub-regional spatial development framework between the Stellenbosch and Drakenstein Municipalities in order to avoid unsustainable ‘*twin developments*’.

SDF Spatial Strategy – Huguenot Tunnel as a link to Breede Valley Municipality, Western Cape & southern Africa (see reference 3 on above map)

A logistics hub and tourism gateway are proposed at the Huguenot Tunnel (i.e. Toll gate plaza) as this is the entry point to the Winelands area and City of Cape Town and/or exit to several other national destinations.

Drakenstein Municipality could capitalize on this longhaul transport facility by creating an enabling environment for tourism opportunities and creating logistics opportunities. These opportunities should be exploited to create employment opportunities for the residents of Drakenstein Municipality.

Catalytic Zone: Hinterland as per the IDP and its relation to the SDF

Drakenstein’s Hinterland (& Hamlets) constitutes Windmeul, Hermon, Bainskloof Village, Gouda, Saron, farms and natural areas. The SDF promotes agriculture, agri-processing, tourism, operating as local service centres as core economic drivers for the rural areas.

SDF Spatial Strategy – Accessible routes as link to the City of Cape Town, Swartland Municipality and Berg River Municipality (see routes on above map)

Windmeul is strategically located at the intersection of the R44 and MR281 (eventually becoming Paarl Main Road). This hamlet should harness its strategic location and scenic quality to establish Windmeul as a centre for outdoor adventure sports to attract residents from City of Cape Town (Durbanville is closest town) and Swartland Municipality. The Perdeberg Nature Reserve falls partially within the Drakenstein Municipal Areas and partially (larger area) within the Swartland Municipal Area.

Hermon, situated at the intersection of the R44 and R46, should capitalize on its linkage with Riebeeck Kasteel & Riebeeck Wes in the Swartland Municipal Area to create tourism opportunities.

The Berg River is a blue lung that, forms the boundary to the north of Wellington, between Drakenstein Municipal Area and the Swartland Municipal Area. The fact that these two municipalities 'share' the Berg River means that the river serves the purpose of 'connecting' the 2 Local Authorities. To the north of the northern boundary of the Drakenstein Municipal Area, the Berg River forms the boundary between the Swartland Municipal Area, and the Berg River Municipal Area.

Opportunities for recreational activities, festivals, sporting activities should be investigated along the Berg River. Tourism should be a main focus with coordination between Drakenstein, Swartland and Berg River Municipalities for major events spanning over all three Local Authority Areas.

The R44 also running parallel to the Berg River also 'connects' rural hamlets such as Gouda and Saron with Porterville which is located within the Berg River Municipal Area to the north.

SDF Spatial Strategy – Gouda as nodal link to Witzenberg Municipality (see reference 5 on above map)

Gouda is strategically located at the intersection of the R46 to Tulbagh (via the Nuwekloof Pass) and the R44 to Saron and Porterville. This strategic location should be capitalized on through pursuing a freight logistics hub with weighbridge, service station and truckstop as indicated in the SDF. With an Agri-Park being proposed for Ceres in the Witzenberg Municipality by the Department of Rural Development and Land Reform, this logistics hub could serve as a major economic injection for the Gouda area.

Drakenstein Municipality should capitalize on the above linkages with surrounding municipalities in order to strengthen its role as a leading secondary city in the Western Cape.

3.8 IMPLEMENTING VISION 2032

As expounded to in Section 1.3 earlier, Drakenstein Municipality has taken due consideration of the need for interconnected and systems approaches to tackle the development challenges in our area. For that reason, a network of interventions, ordered into seven (7) Key Performance Areas (KPA's) have been identified from which a series of Big Moves, Key Initiatives, Programs and Projects were categorised to be undertaken over the next fifteen years in increments of five years (to align with the IDP process and requirements).

The **Vision 2032 Implementation Matrix per Key Performance Area** is attached to the Integrated Development Plan as ANNEXURE B.

3.9 VISION 2032 IN CONCLUSION

The comparison on linkages between the IDP and SDF has been dealt with and it is the considered the opinion of Drakenstein Municipality that the two documents are aligned.

The IDP vision provides the strategic direction of the municipality and the SDF provides the desired spatial form of the municipality. Both documents;

- Emphasize the movement to city status;
- highlights the importance to excel;
- emphasizes a long-term strategy for Drakenstein Municipality;
- build on the municipality's key assets, quality of life and economic sustainability; and
- realise the municipality's competitiveness on a regional, national and international level.

A table was generated to analyze whether the SDF Themes makes cross-cutting references to each of the KPA's as identified in the IDP. It can now be concluded that the IDP KPA's and the SDF Themes are aligned, with the IDP providing the broad basis for performance within the municipality and the SDF Themes providing strategies (from a spatial point of view) to adhere thereto.

The IDP Catalytic Zones refer to a spatial location on a broader scale, whilst the SDF Focus Areas (FAs) provide detailed spatial information up to a cadastral level. The SDF Focus Area Maps were superimposed on the IDP Catalytic Zone Maps. There is thus a spatial referencing confirming that the IDP Catalytic Zones and the SDF Focus Areas are aligned.

The Catalytic Zones identify "Big Moves" (thus interventions for spatial integration and economic growth) and the SDF Implementation Matrix identifies key priorities which will impact the spatial structure of the municipal area (with economic and social benefits) for each Focus Area. A table was then generated which

provides evidence that there is a high correlation between the development priorities identified in both the IDP and SDF.

Prioritization of development priorities from a Spatial Planning point of view:

In the absence of a Prioritization Model for the Drakenstein Municipality, a spatial recommendation will be made to influence the prioritization of IDP Big Moves. The IDP Big Moves were categorized as new priorities, infill priorities and upgrade priorities for each Catalytic Zone. These terms are defined below:

New Priorities refer to greenfield developments within the Drakenstein Municipal Area that will serve as catalyst to unlock various other opportunities. These priorities will increase the municipality's investment attractiveness and boost our economic competitiveness with huge economic and social benefits for our people.

Infill Priorities can be regarded as development of vacant and/or under-utilized land and/or connecting infrastructure which will contribute towards integrating communities by providing a range of land uses, support the principle of densification and promote the efficient use of resources and infrastructure. These priorities have the highest potential to adhere to the principles of spatial justice, spatial sustainability, spatial efficiency and spatial resilience as contained in the Spatial Planning and Land Use Management Act, Act 16 of 2013.

Upgrade Priorities refer to existing infrastructure, buildings, areas (i.e. existing built up areas) that should be upgraded, improved and revitalized together with landscaping and creative urban designing to create a vibrant community, as all amenities will be in close proximity.

The table below provides the categorization (as New, Infill or Upgrade Priorities) of all Big Moves for each Catalytic Zone:

Table 94: SDF Recommendation as per IDP Big Move

North City Corridor	New	1. Developing an Inland Port and Agri-processing
	Infill	<ol style="list-style-type: none"> 1. Development of the Vlakkeland, Erf 557 Mbekweni and Roggeland 2. Development of the Wellington Industrial Park 3. Development of the Berg River Boulevard Extension to R45 and Nieuwedrift Development
	Upgrade	<ol style="list-style-type: none"> 4 Implementation of the Wellington CBD Plan and 5 Planning and Implementation of the Violence Prevention through Urban Upgrade program 6 Upgrade and development of the Dal Josafat Industrial Area
Paarl East/West Integration Corridor	New	This is an existing urban area
	Infill	<ol style="list-style-type: none"> 1. Development of the Huguenot Station and De Kraal Mixed Use Nodes 2. Development of the Berg River corridor/ Paarl Waterfront and Arboretum Precinct
	Upgrade	<ol style="list-style-type: none"> 1. Paarl Central Business District Renewal
South City Corridor	New	<ol style="list-style-type: none"> 1. Investment in South City Corridor Bulk Infrastructure
	Infill	<ol style="list-style-type: none"> 1. Creation of a new city corridor between R301 and R45, thus a new integrated human settlement 2. Creation of the Watergat/Schuurmansfontein Integration Route
	Upgrade	<ol style="list-style-type: none"> 1. Investment in South City Corridor Bulk Infrastructure (specifically the upgrading of R301)
N1 Corridor	New	<ol style="list-style-type: none"> 7 Implement a Special Economic Zone at Klapmuts 8 Development of the Huguenot Tunnel Long Haul facility
	Infill	<ol style="list-style-type: none"> 1. Promotion of a Special Economic Zone at Ben Bernhard 2. Development of Carolina / Lustigan Intersection (North of the N1)
	Upgrade	<ol style="list-style-type: none"> 1. Development of De Poort and Paarl Hamlet node
Hinterland	New	<ol style="list-style-type: none"> 1. Gouda transport logistics hub
	Infill	<ol style="list-style-type: none"> 1. Agriculture, agri-processing, tourism, operating as local service centre are core drivers
	Upgrade	<ol style="list-style-type: none"> 1. Agriculture, agri-processing, tourism, operating as local service centre are core drivers

Recommendation:

The prioritization of development priorities for Drakenstein Municipality is challenging and therefore a recommendation will be made for certain priorities to receive preference (see table below). The argument

is based on the premise that the preferred priorities, from a spatial planning point of view, will have the greatest social and economic impact for Drakenstein Municipality.

These priorities support spatial principles such as spatial integration, densification, optimal use of resources, economic investment and creation of employment opportunities thereby leading to a financially sustainable and integrated Municipal Area - thus realizing Drakenstein Municipality's vision of a "City of Excellence".

The table below summarizes the proposed prioritization of "Big Moves" from a spatial planning point of view for the next 15-year period:

Table 95: Proposed Prioritization of Big Moves - Spatial Planning Perspective

Priority Level	New Priorities	Infill Priorities	Upgrade Priorities
1	Investment in South City Corridor Bulk Infrastructure	Vlakkeland, Erf 557 and Roggeland	Paarl Central Business District Renewal
2	Implement a Special Economic Zone at Klapmuts	Wellington Industrial Park	Wellington CBD Plan and Implementation
3		Huguenot Station and De Kraal mixed use nodes	
4		Creation of the Watergat/Schuurmansfontein Integration Route	

Investment in the South City Corridor Bulk Infrastructure will serve as catalyst for further investment in the new area. These public investments should include the provision of bulk infrastructure, upgrading of the R301 and ensuring a public integration route, namely the Watergat/Schuurmansfontein Integration Route (past Madiba House). The public investment should be geared towards the creation of an integrated human settlement – a live-work-play environment.

The Klapmuts area should be prioritized as a new regional economic node, with the main purpose to attract investment for Drakenstein Municipality based on its accessibility and unrivalled logistical network. A Spatial framework should be prioritized (with the assistance of Stellenbosch Municipality) together with a bulk infrastructure masterplan for the area.

The SDF promotes the North City Corridor as the area with the highest social and economic benefits for its residents based on the area's appetite for mixed use development, densification, integration, use of different modes of transport and existence of employment opportunities. Therefore, the development of Vlakkeland, Erf 557 and Roggeland should be promoted, as these will support the spatial principles of the Spatial Planning and Land Use Management Act.

The extension of the existing Wellington Industrial Park provides investment opportunities for national and international markets with subsequent employment opportunities being created for the residents of Drakenstein Municipality. The location of this industrial park on the R44, provides unrivalled access to Swartland Municipality, with linkages to the N7 connecting with the Saldanha Bay Municipality. The economic benefits for this industrial park with the Saldanha Bay Industrial Development Zone should be investigated as the existence of the connecting N7 and rail linkages presents opportunities which should work to the benefit of both municipalities.

The upgrade of the Huguenot Station area, the optimal utilization of vacant municipal land and the development of the De Kraal site provides the ideal opportunity to Council to integrate the east and west communities of Paarl. The area forms part of a draft local spatial development framework and it was gazetted as a Restructuring Zone. This area should be a key focus to unlock the potential it holds for serving cohesion of the broader community.

A new way of thinking is required to transform the Paarl CBD and the Wellington CBD into vibrant city centres. These areas have the potential to serve as catalyst for unlocking live-work-play opportunities. High density residential development should be encouraged together with commercial and social facilities with the added advantage of facilities being within walking distance. Both areas form part of a local spatial development framework/urban design framework and are gazetted as Restructuring Zones and thus the foundation to support and foster innovation is set.

3.10 ALIGNMENT BETWEEN THE IDP AND THE SDF

The Integrated Development Plan (IDP) is considered to be the key strategic tool for the facilitation and management of development within the Drakenstein Municipal area. The IDP is the overall strategic development plan for a municipality, prepared in terms of the Municipal Systems Act, No 32 of 2000, which guides decision-making, budgeting and development in the municipality.

In terms of Section 26 (e) of the Municipal Systems Act, No 32 of 2000 it is required that an integrated development plan must reflect a spatial development framework. The SDF presents the long-term vision of the spatial desired form of the Municipality.

According to the Local Government: Municipal Planning and Performance Management Regulations, 2001, a spatial development framework must, amongst other requirements:

- (i) Set objectives that reflect the desired spatial form of the municipality;
- (ii) Identify programs and projects for the development of land within the municipality;
- (iii) Provide a visual representation of the desired spatial form of the municipality which representation: -
 - (a) Must indicate where public and private land development and infrastructure investment should take place;
 - (b) Must indicate desired or undesired utilisation of space in a particular area;

- (c) May delineate the urban edge; and
- (d) Must identify areas where strategic intervention is required; and must indicate areas where priority spending is required.

The SDF is thus a critical component of the IDP, as it directs municipal and private sector spending and investment by providing spatial proposals and interventions that will assist in achieving the Municipality's long-term vision of being a "City of Excellence" within the next fifteen years.

Taking the above into consideration, it is of utmost importance that the IDP and SDF is purposefully aligned in order to provide strategic guidance and investment certainty.

3.11 COMPILATION OF A NEW SPATIAL DEVELOPMENT FRAMEWORK

This Spatial Development Framework (2020) entails the preparation of an entire new SDF for the Drakenstein Municipality for next five years (2020 to 2025), but it also reflects a 10 year (2020-2030) and a 20-year (2020-2040) planning horizon.

The SDF is compiled in accordance with requirements of the following pieces of legislation:

- The Municipal Systems Act, No 32 of 2000 (MSA);
- The Spatial Planning and Land Use Management Act, No 16 of 2013 (SPLUMA);
- The Western Cape Land Use Planning Act, No 3 of 2014 (LUPA); and
- The Drakenstein Land Use Planning Bylaw (2018).

Chapter 2 of SPLUMA sets out the development principles that must guide the preparation, adoption and implementation of any SDF, policy or bylaw concerning spatial planning and the development or use of land.

The development principles are summarized as follows:

Table 96: SPLUMA Development Principles

SPLUMA Development Principle	Description
Spatial Justice	Past spatial and other development imbalances must be redressed through improved access to, and use of, land by disadvantaged communities and persons.
Spatial Sustainability	Spatial planning and land use management systems must promote the principles of socio-economic and environmental sustainability by encouraging the protection of prime and unique agricultural land; promoting land development in locations that are sustainable, and limit urban sprawl; consider all current and future costs to all parties involved in the provision of infrastructure and social services to ensure the creation of viable communities.

SPLUMA Development Principle	Description
Efficiency	Land development must optimise the use of existing resources and the accompanying infrastructure, while development application procedures and timeframes must be efficient and streamlined in order to promote growth and employment.
Spatial Resilience	Ensure sustainable livelihoods in communities that are likely to suffer the impacts of economic and environmental shocks.
Good Administration	All spheres of government must ensure an integrated approach to land development and all departments must provide their sector inputs and comply with prescribed requirements during the preparation or amendment of SDFs.

Although, the compilation of an SDF is a legal requirement for any municipality, it is important to note that an SDF does not confer/give rights or take away land use rights but guides and informs decisions to be made by the Municipality relating to land development. Therefore, it is important to understand that the SDF is only a guiding document. However, the importance of an SDF is emphasized because it gives effect to the vision, goals and objectives of the IDP or related business plans of government.

3.12 ALIGNMENT OF STRATEGIC VISIONS OF THE IDP AND SDF

The Drakenstein Vision 2032 Strategy sets the strategic agenda for Drakenstein Municipality to realise its vision to evolve into a “City of Excellence” within the next fifteen years. Key facets of the Vision are economic dynamism, quality of life for all, a strong, well-governed brand and financial sustainability. Long-term strategies are required to develop, maintain and extend Drakenstein’s national and international competitiveness.

The visions of the IDP and SDF are presented as follows:

Table 97: Visions of the IDP and SDF

Integrated Development Plan Vision	Spatial Development Framework Vision
To evolve into a ‘City of excellence’ within the next fifteen years. Key facets of the vision are economic dynamism; quality of life for all; a strong, well-governed brand and financial sustainability. Long-term strategies are required to develop, maintain and extend Drakenstein’s national and international competitiveness.	“A diverse community sustained within the valley of freedom, striving for excellence’ provides the guidance for the development trajectory and development decisions for the Drakenstein Municipality. The vision of Drakenstein is one that leverages the natural, physical and cultural elements that define its unique position. The Drakenstein Municipality seeks to create an inter-connected, resilient environment that strives for excellence, embraces innovation and pursues freedom for all, creating a tolerant and cohesive society in which informality is accepted, redress of past injustices is prioritised, and freedom for all is realised.

Alignment of the IDP vision and the SDF vision

Both Visions:

- a) Strive towards excellence;
- b) Emphasize a long-term strategy for Drakenstein Municipality;
- c) Build on the municipality's key assets, quality of life and economic sustainability; and
- d) Realise the municipality's competitiveness on a regional, national and international level.

It can therefore be concluded that the two visions are aligned with the IDP providing the strategic vision and the SDF providing the spatial guidance for the development trajectory to give effect to the vision contained in the IDP.

Both visions emphasize on the importance of continuously excelling and enhancing the quality of life of all who reside within Drakenstein in a sustainable manner.

3.13 ALIGNMENT OF THE IDP KPA'S AND SDF OVERARCHING THEMES

Taking cognizance of the political, national, provincial and district policies and plans, seven Key Performance Areas (KPA's) were identified in the IDP for Drakenstein Municipality. Seven key spatial concepts emerged from the SDF based on an evaluation of the spatial opportunities and challenges as well as the formulation of the spatial vision.

In a similar manner, taking into account the national, provincial and district policies and plans, three analysis themes, together with seven key spatial elements that will have an impact on the sustainable future growth patterns of Drakenstein Municipality, were identified in the SDF.

The table below links the IDP KPAs with the three SDF Analysis Themes in accordance with the seven key spatial concepts. It can therefore be concluded that the IDP KPAs, the SDF key Concepts and the Analysis Themes are aligned with the KPAs providing the overall basis for performance within the municipality and the key spatial concepts providing the spatial strategies aligned and in support of achieving the KPAs.

Table 98: Alignment of the IDP KPAs and the SDF Analysis Themes.

IDP KPA	SDF Analysis Themes		
	Biophysical	Socio-Economic	Built Environment
Good Governance: Strategic Objective: To promote proper governance and public participation.	<ul style="list-style-type: none"> Develop environmental awareness campaigns and create educational programmes on environmental issues, ethics and sustainable development; Increase awareness of sustainable agriculture in order to increase food security and nutritional 	<ul style="list-style-type: none"> A responsive municipality based on sound principles that embodies and embrace the rule of law, public participation, accountability and responsibility; Encourage and promote sustainable development principles 	<ul style="list-style-type: none"> Promote through public participation the focus of investment according to the hierarchy of settlements; Establish inter-governmental forums to promote logistics corridors and improve connectivity; and

IDP KPA	SDF Analysis Themes		
	Biophysical	Socio-Economic	Built Environment
	<ul style="list-style-type: none"> value of agricultural products; and Establish partnerships for integrated management of cultural/natural landscapes, scenic routes, and areas of heritage significance. 	<ul style="list-style-type: none"> at all levels of governance; and Investigate private-public partnerships for key priority projects. 	<ul style="list-style-type: none"> Investigate private-public partnerships for key priority projects.
Financial Sustainability: Strategic Objective: To ensure financial sustainability in order to meet the statutory requirements.	<ul style="list-style-type: none"> Promote public-private partnerships for disaster management; Incentivise conservation of private land; Re-orientation of existing farming model to facilitate appropriate subdivision, diversification, and adaptive reuse of irrigated land; Fast track land reform and new local food chains between producers and consumers; and Acknowledge the potential of heritage/cultural landscapes in order to expand the contribution of these resources to the local economy. 	<ul style="list-style-type: none"> Affordable and sustained revenue base to finance capital and operating budget expenses; and Sound financial management practices and clean audit reports to build the public's confidence in management. 	<ul style="list-style-type: none"> Expand the municipal revenue base and prioritise capital investment aligned to the prioritisation of settlements; Establish N1 gateways and logistic hubs to improve spending and revenue in the municipal area; Promote urban renewal programmes in CBDs; and Facilitate land ownership and security of sense.
Institutional Transformation: Strategic Objective: To transform the municipality into an effective and efficient organization.	<ul style="list-style-type: none"> Invest in various public-private partnership to foster integrated environmental management in the Municipality; Provide for agricultural diversification in the municipal land use regulations and policies; Manage agricultural diversification in terms of the land use management scheme; and Manage the impact on sensitive heritage/cultural landscapes in terms of the 	<ul style="list-style-type: none"> A motivated and skilled workforce that supports the operational needs of the Municipality in the implementation of the IDP objectives. 	<ul style="list-style-type: none"> Municipal Capital Investment Prioritisation Model to be aligned to prioritisation of settlements as identified in the SDF; Efficient institutional procedures to prepare land for development of logistic hubs; and New models of housing delivery and security of tenure to promote densification, accommodate a variety of

IDP KPA	SDF Analysis Themes		
	Biophysical	Socio-Economic	Built Environment
	land use management scheme and heritage overlay zones.		income groups and a range of land uses.
Physical Infrastructure and Services: Strategic Objective: To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.	<ul style="list-style-type: none"> • Promote off-grid agriculture infrastructure. Employ new technology such as hydroponic growing; • Promote off-grid services in outer-lying areas and/or environmentally sensitive areas; and • Stricter management of resource utilisation and consumption. 	<ul style="list-style-type: none"> • A caring Municipality that is sensitive to the needs of the community based on a sound and embedded value system. 	<ul style="list-style-type: none"> • An adequate and well-maintained infrastructure network complementing the development goals of the Municipality; • Improve basic services to reduce disaster risk; • Planning and implementation of new infrastructure and upgrading / renewal of infrastructure, to be prioritised according to the hierarchy of settlements; • Integrated planning and provision of services to support logistic hubs and connectivity, especially the Paar East-West integration Corridor; • Upgrade network capacity to cope with densification; and • Ensure that long-term planned expansion of infrastructure networks will result in optimal use of land and smart growth patterns.
Planning and Development: Strategic Objective: To plan and facilitate sustainable and inclusive economic growth and development.	<ul style="list-style-type: none"> • Encourage/promote initiatives such as eco-tourism, agri-tourism, heritage/cultural tourism, etc.; • Encourage food security and sustainable agricultural practices; and 	<ul style="list-style-type: none"> • To facilitate sustainable economic empowerment for all communities within Drakenstein and enable a viable and conducive economic environment through the development of related initiatives including job 	<ul style="list-style-type: none"> • Empower communities by improving connectivity between to markets, to places of work, stay and economic opportunities; and • Optimise use of land in green and brownfield developments.

IDP KPA	SDF Analysis Themes		
	Biophysical	Socio-Economic	Built Environment
	<ul style="list-style-type: none"> • Seek employ opportunities via the Expanded Public Works Programme (EPWP). 	<p>creation and skills development; and</p> <ul style="list-style-type: none"> • Focus on creating conducive environments and empowered communities in the settlements. 	
Safety and Environmental Management: Strategic Objective: To ensure a safe community and a healthy and protected environment.	<ul style="list-style-type: none"> • Protect Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs); • Recognise the threat of climate change; • Roll-out disaster management plans and map high vulnerability index and risk areas; • Establish site for urban agriculture to promote household food security and improved nutrition; • Employ appropriate technology to manage climate control; and • Protect scenic routes, gateways, viewsheds, mountain slopes, and sensitive interfaces between settlements and the natural and rural environment. 	<ul style="list-style-type: none"> • To contribute to the health and safety of communities in Drakenstein through the proactive identification, prevention, mitigation and management of health, including environmental health, fire and disaster risks. 	<ul style="list-style-type: none"> • Provide for adequate access to health and safety facilities, and improve access routes required by emergency vehicles; • Settlement planning and renewal to identify areas of safety and environmental mitigation required in order to secure community safety and environmental protection; and • Protect the particular/unique sense of place of settlements and nodes and parts of the hinterland.
Social and Community Development: Strategic Objective: To facilitate social and community development.	<ul style="list-style-type: none"> • Identify and map high disaster risk areas in Drakenstein; and • Celebrate gateways/scenic entry points to the municipality and its settlements. 	<ul style="list-style-type: none"> • To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and the disabled; • Promote social development, community livelihoods and safety through the sustainable delivery of social facilities, public 	<ul style="list-style-type: none"> • Promote sustainable delivery of social facilities, public open spaces, recreational facilities and housing in each settlement.

IDP KPA	SDF Analysis Themes		
	Biophysical	Socio-Economic	Built Environment
		open spaces, recreational facilities and housing; <ul style="list-style-type: none"> • Pursue social and physical integration of previously segregated areas; • Plan for adequate access to social facilities for all citizens, but especially for the poor and vulnerable; and • Provide for farmworker and rural dweller housing options in the Human Settlement Plan. • Provide for innovative land reform options. 	

3.14 ALIGNMENT BETWEEN IDP CATALYTIC ZONES AND SDF KEY FOCUS AREAS

The long-term Strategic Plan (known as Vision 2032) is the strategy for the Drakenstein Municipality to realize the IDP vision of being “A City of Excellence” within the next fifteen years. Vision 2032 makes provision for five Catalytic Zones within the Drakenstein municipal area, whilst the SDF developed 12 Focus Areas (with the rural areas dealt with at a broader level). It should be noted that IDP Catalytic Zones refer to a spatial location on a broader scale, whilst the SDF Focus Areas provide detailed spatial information up to a cadastral level.

Catalytic Zones as stated in the IDP are intra-municipal zones of spatial and economic activity. Catalytic zones contain ‘Big Moves’ which are initiatives that will over the next fifteen years, dramatically alter and improve the space, economy and sustainability of Drakenstein Municipality. Catalytic Zones cut across wards and administrative boundaries of the towns in Drakenstein. Certain Catalytic Zones overlap – this is critical because it promotes and strengthens the integration between the different Catalytic Zones. Figure 1 below illustrates the Catalytic Zones and the Big Moves.

As stated above, 12 Focus Areas were identified for the Drakenstein Municipality. Each Focus Area (FA) contains a spatial strategy consisting of a spatial concept plan, a land use implication plan and an implementation matrix for IDP prioritization. These focus areas should not be seen in isolation, but should be considered in close relation to one another in order to ensure that the broader spatial concepts are achieved in a holistic and cohesive manner.

The SDF Focus Area Maps were superimposed on the IDP Catalytic Zone Maps. As can be derived from the superimposed maps, both IDP Catalytic Zones and the SDF Focus Areas provide spatial referencing for the entire Drakenstein municipal area. The table below indicates the linkages between the IDP Catalytic Zones and SDF Focus Areas.

Table 99: Linkages between the IDP Catalytic Zones and the SDF Focus Areas

Catalytic Zones identified in IDP	Focus Areas identified in SDF	Superimposed Maps
North City Corridor (Paarl, Mbekweni, Wellington)	FA1, FA2 and FA3 (Paarl, Mbekweni and Wellington)	Figure 1
Paarl East/West Integration Corridor (corridor to the south a portion of Berg River Boulevard and Arboretum, Paarl CBD, Huguenot station pre-& portions of Paarl East)	FA1 (Paarl)	Figure 2
South City Corridor (south of N1 [mostly within the urban edge] & Simondium)	FA4 and FA5 (Drakenstein South, Simondium)	Figure 3
N1 Corridor (Klapmuts North, Ben Bernhard, De Poort, Paarl Hamlet [including the Paarl Mall precinct], Huguenot Tunnel)	FA1, FA4, FA6 and FA7 (Portions of Paarl which abuts the N1, Portions of Drakenstein South which abuts the N1, Ben Bernhard, Klapmuts North)	Figure 4
Hinterland (and Hamlets) (Windmeul, Hermon, Gouda Saron, Bainskloof Village, farms)	FA8, FA9, FA10, FA11 and FA12 (Windmeul, Hermon, Gouda Saron, Bainskloof Village and farms)	Figure 5

Figure 21: Catalytic Zones and the Big Moves

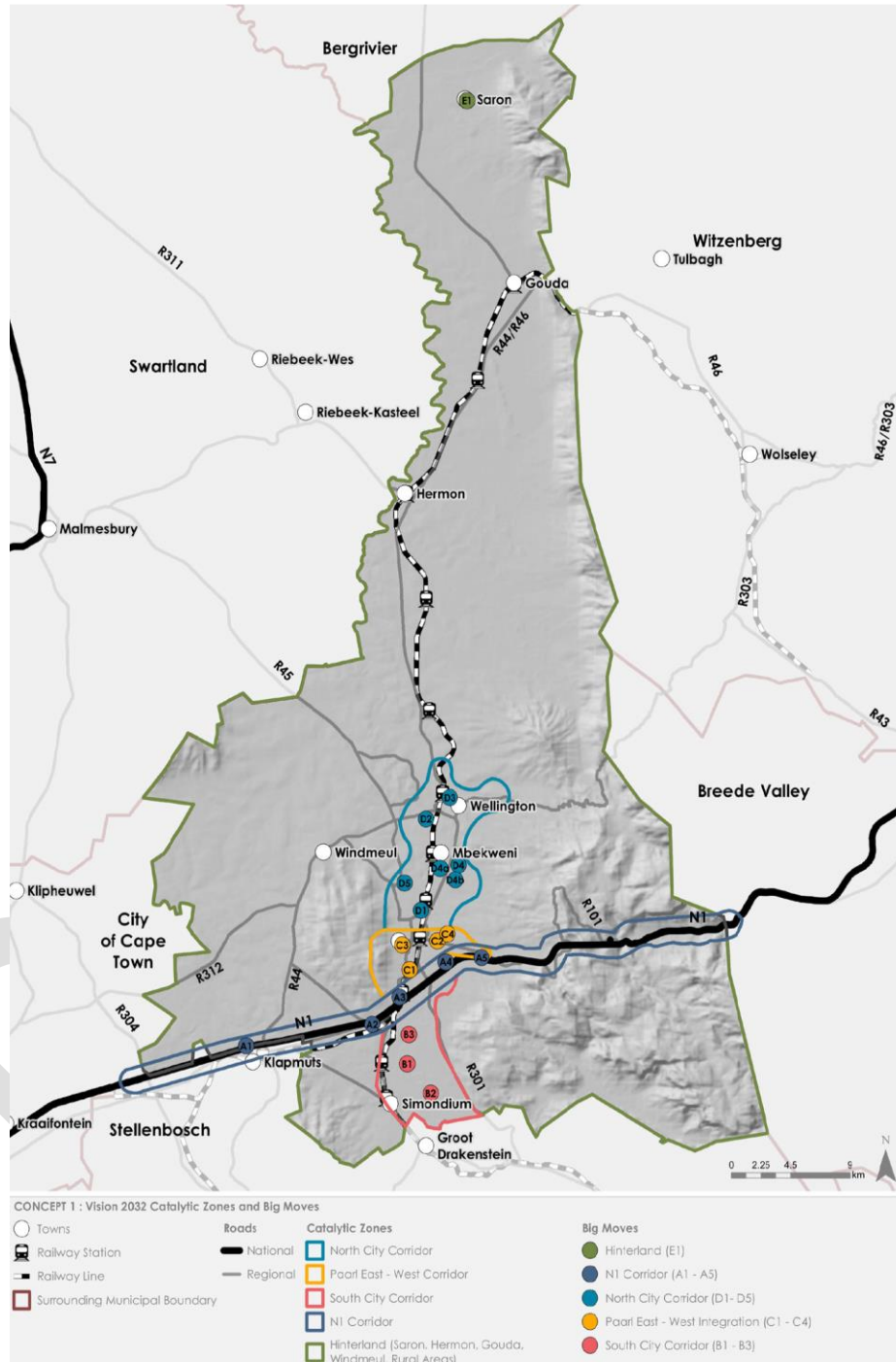


Figure 22: North City Integration Corridor

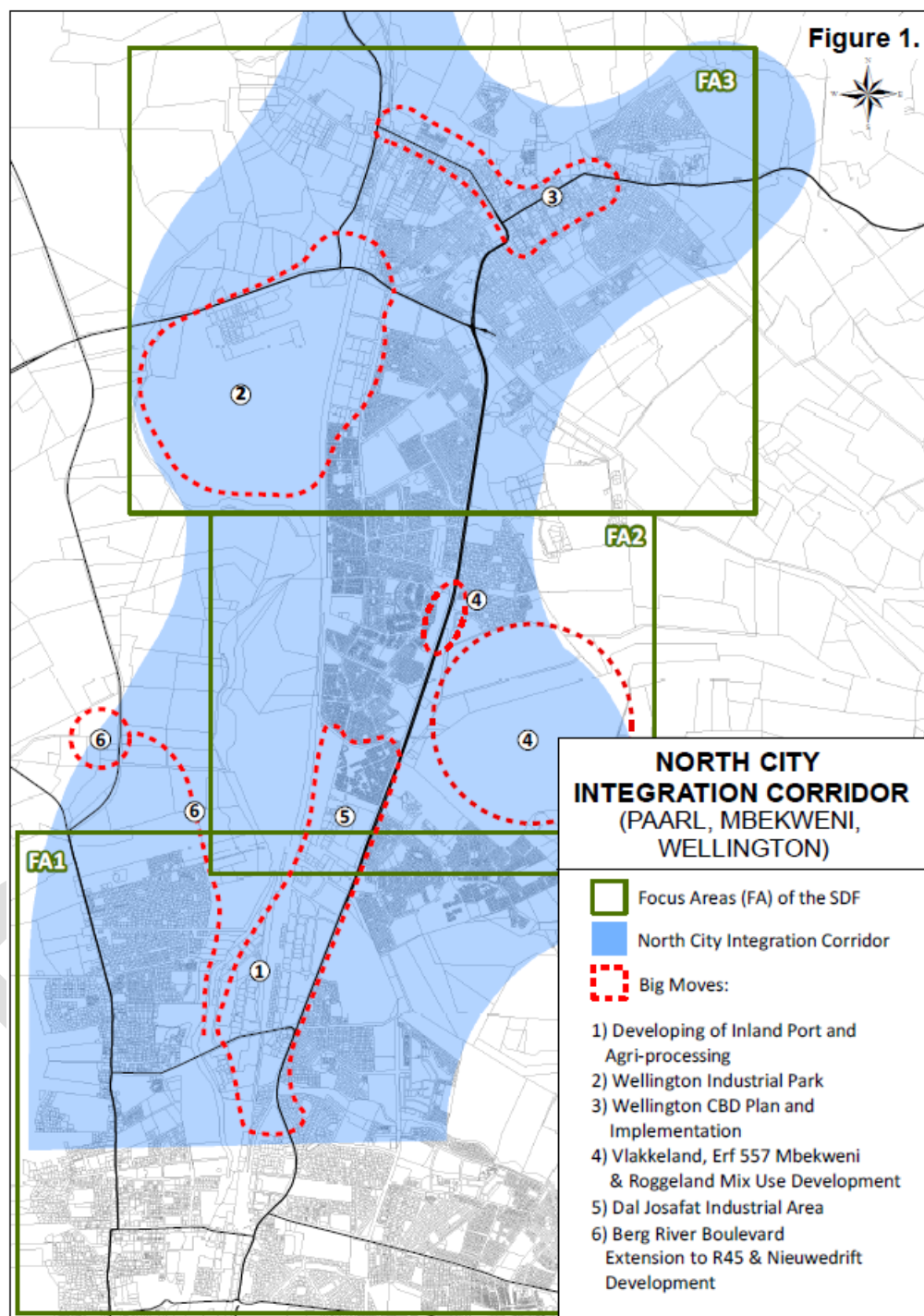


Figure 23: N1 Corridor

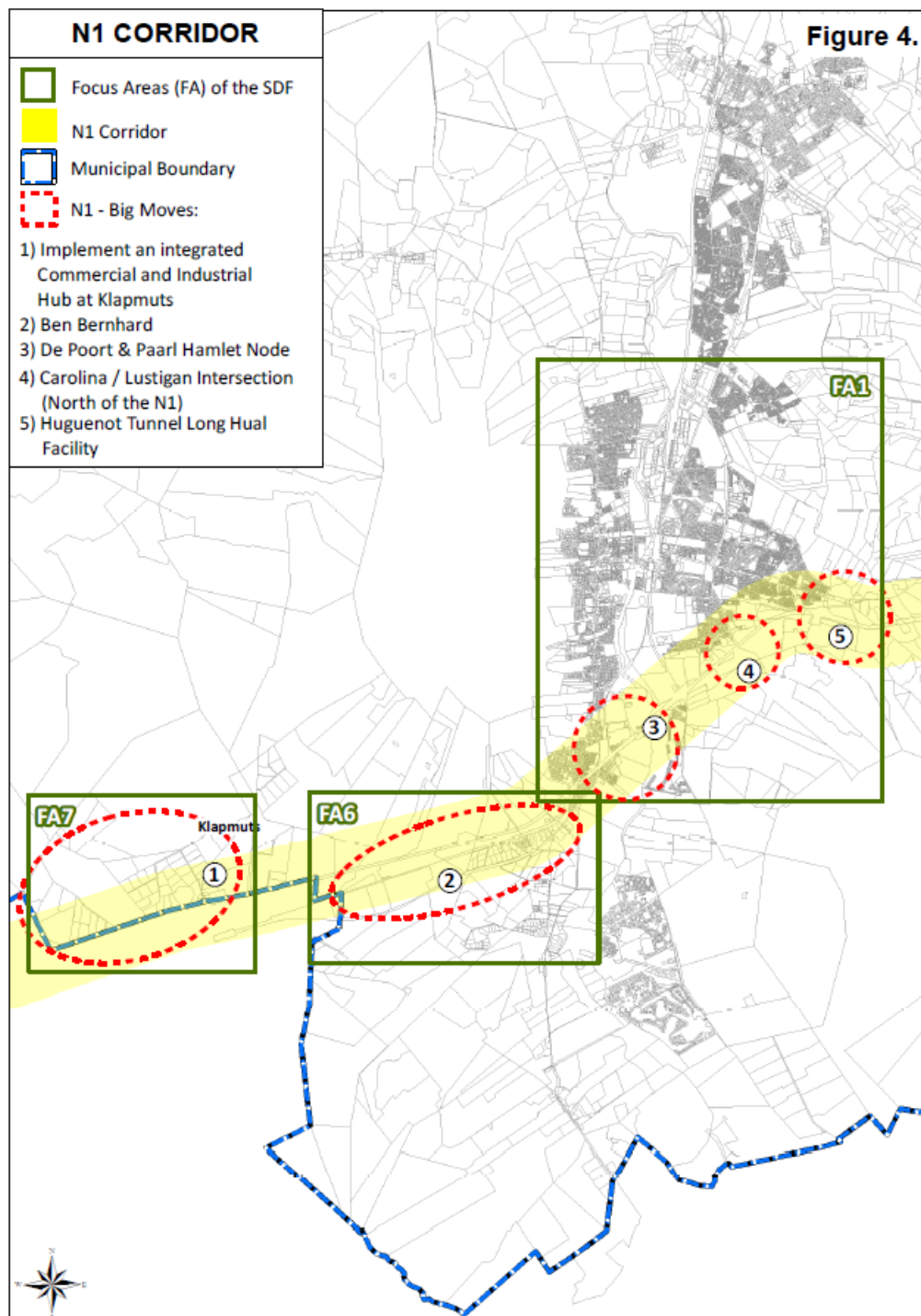


Figure 24: Paarl East/West Integration Corridor

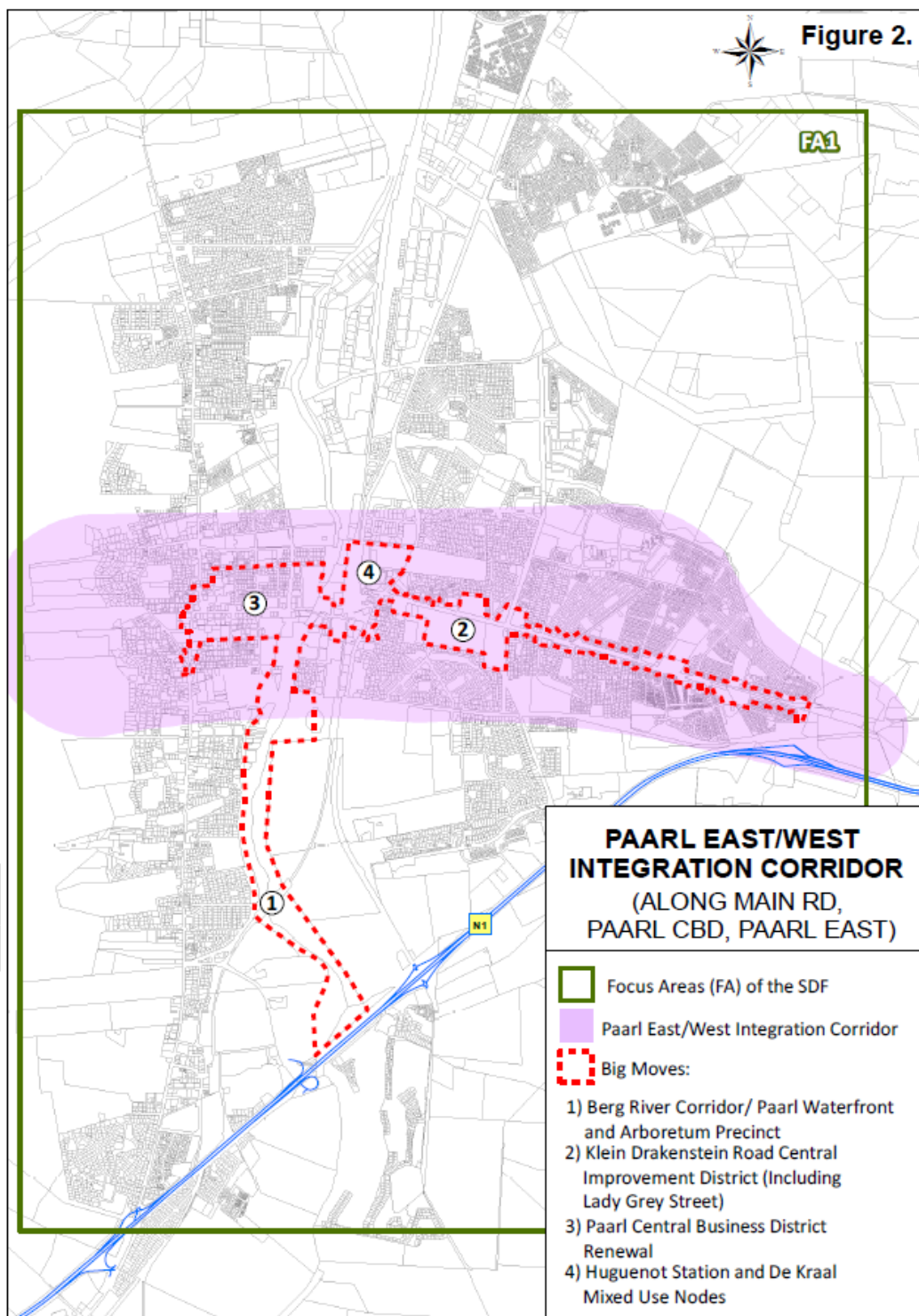


Figure 25: South City Corridor

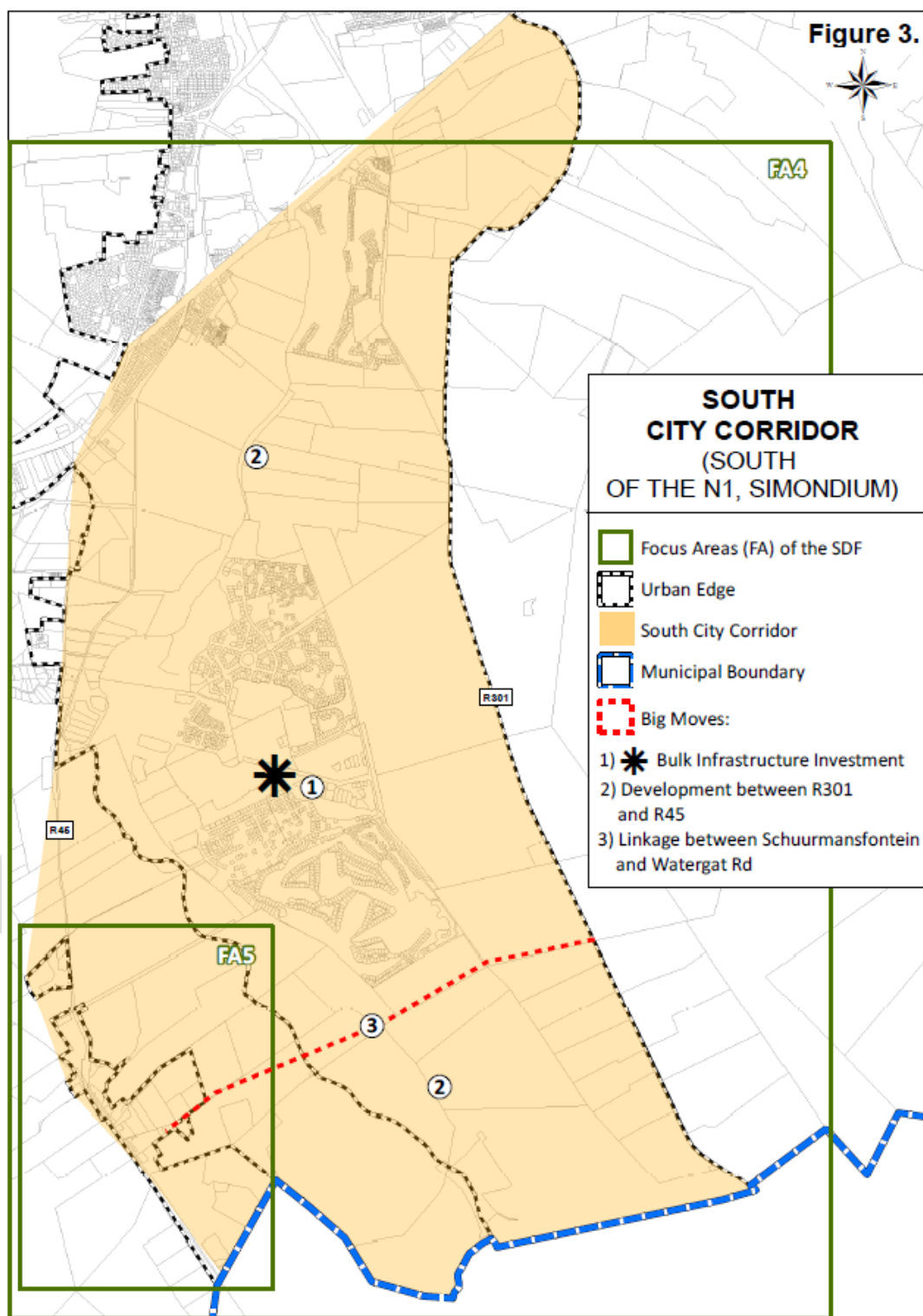


Figure 26: Hinterland and Hamlets

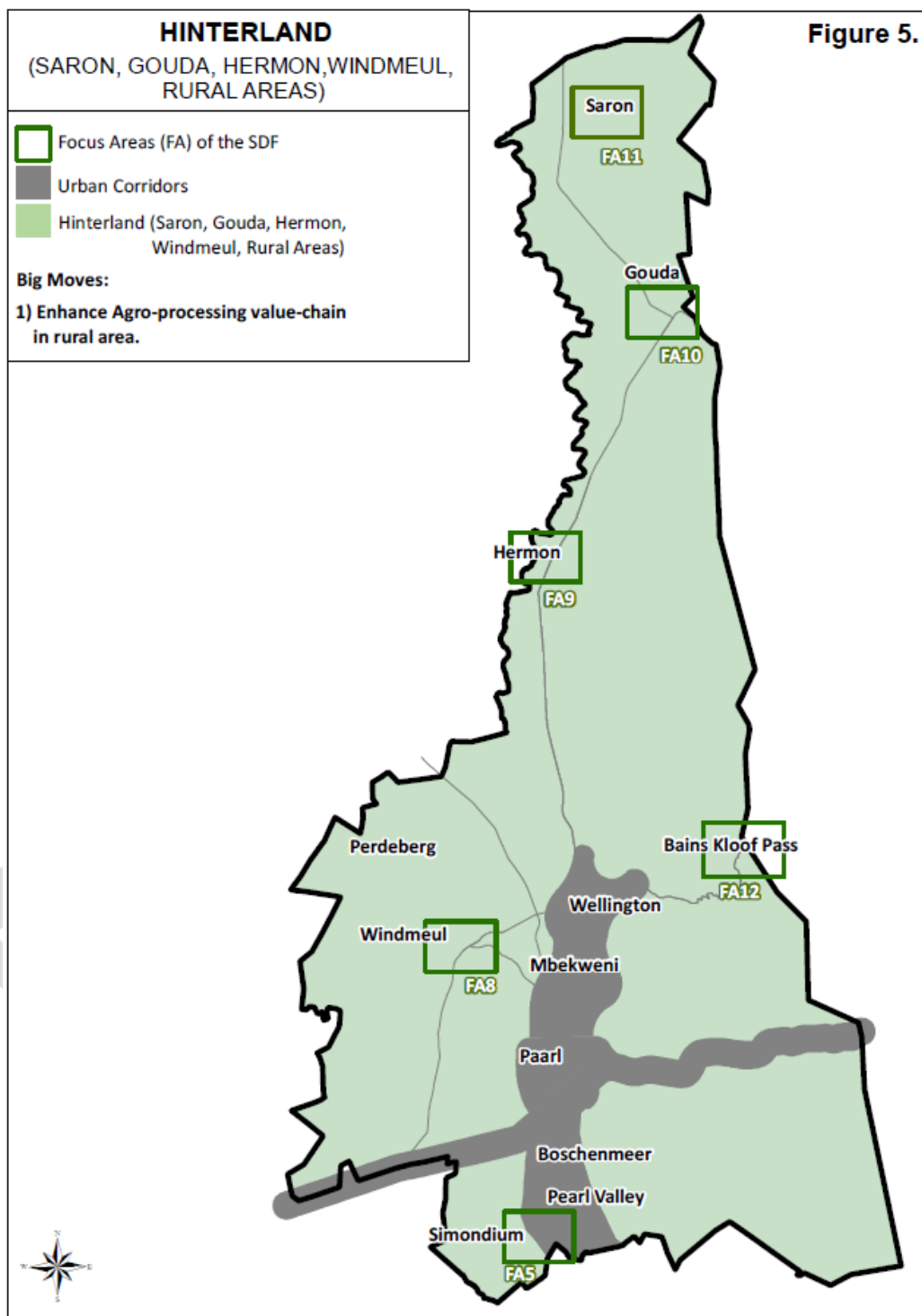


Table 100: Alignment between the Catalytic Zones and the Big Moves

Catalytic Zone	Big Move
N1 Corridor	<ol style="list-style-type: none"> 1) Implement an Integrated Commercial and Industrial Hub at Klapmuts. 2) Promotion of a light Industrial and Commercial Business Hub at Ben Bernhard. 3) Development of De Poort and Paarl Hamlet node 4) Development of Carolina / Lustigan Intersection (North of the N1). 5) Development of the Huguenot Tunnel Long Haul Facility.
South City Corridor	<ol style="list-style-type: none"> 1) Bulk infrastructure upgrades required for the proposed developments in the area. 2) Creation of the Schuurmansfontein Road and Watergat Road Integration Road. 3) Proposed development between the R301 and R45.
Paarl East – West Integration Corridor	<ol style="list-style-type: none"> 1) Berg river Corridor / Paarl Waterfront and Arboretum Precinct. 2) Klein Drakenstein Road Central Improvement District (including Lady Grey Street). 3) The Paarl Central Business District Renewal and integration between Paarl East and West.
North City Integration	<ol style="list-style-type: none"> 1) Development of the Dal Josafat Industrial Area. 2) Wellington Industrial Park. 3) Wellington Urban Design Framework and Implementation. 4) Vlakkeland, Erf 16161 and Erf 557 Mixed Use Development. 5) Berg River Boulevard Extension to R45 and Nieuwedrift development.
Hinterland	<ol style="list-style-type: none"> 1) Farmer Production Support Unit.

3.15 ALIGNMENT OF IDP INTERVENTIONS WITH SDF KEY SPATIAL PROPOSALS AND INTERVENTIONS

Chapter 3 of the IDP contains the Municipality's five (5) year performance plan, which is intended to guide and focus the Municipality's attention on the development priorities as identified by the community, sectors and businesses. The five (5) year performance plan contains numerous projects, programmes and initiatives, which has been formulated in order to address the respective key focus areas as identified under the key performance areas.

Chapter 6 of the SDF in essence translates the identified IDP Chapter 3 projects, programmes and initiatives, as far as possible, into key spatial proposals and interventions, which must be executed in order to achieve the desired spatial form of the municipality. The respective SDF key spatial proposals and interventions are visually represented through the use of a series of maps.

The key spatial proposals and interventions are included in the SDF implementation plan which is directly aligned with the financial plan and key performance indicators and performance targets as required in terms of Sections 26(h) – (i) of the MSA.

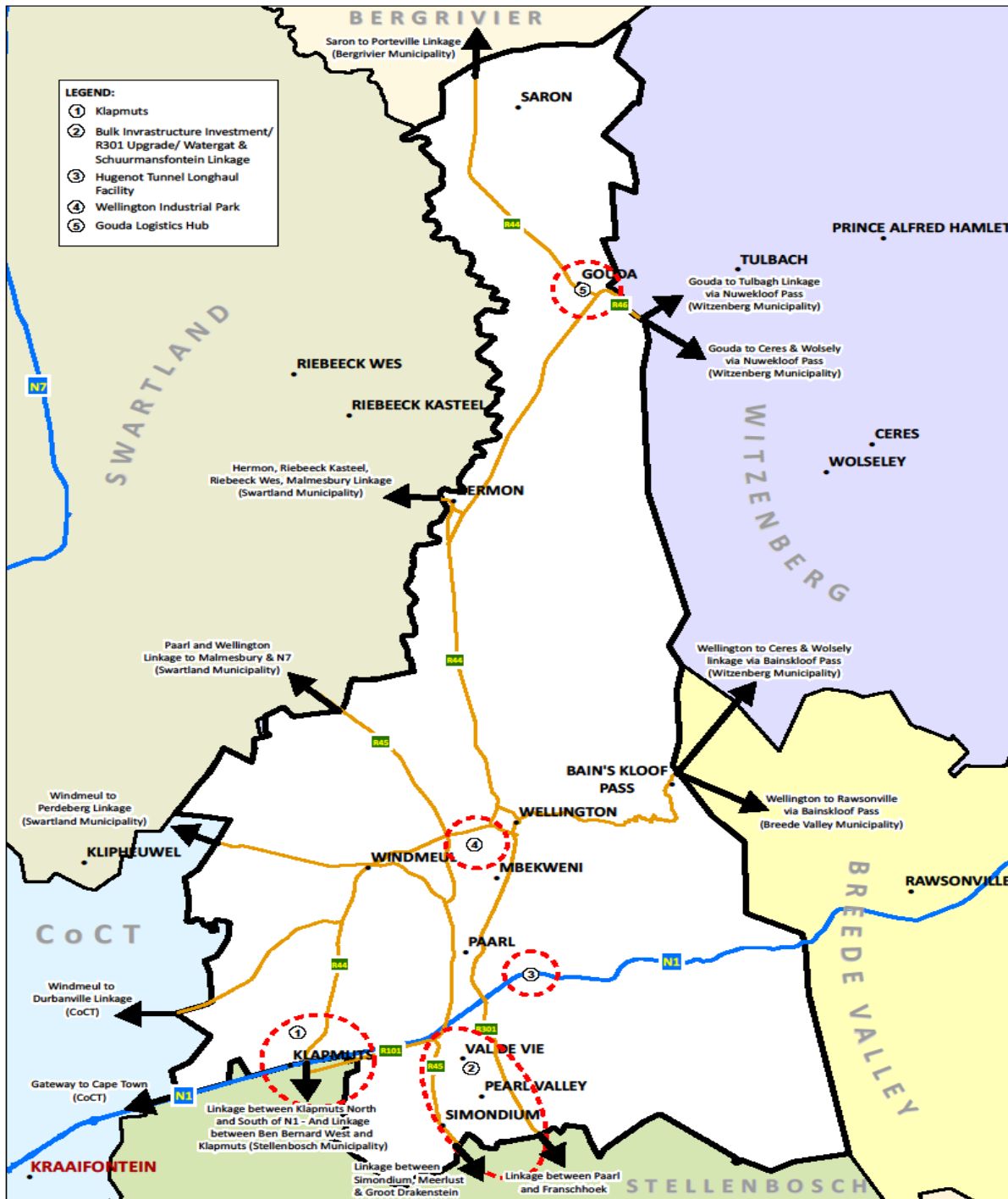
3.16 STRATEGIC ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

Drakenstein Municipality is bordered by the Swartland Municipality towards the north-west. Witzenberg Municipality borders Drakenstein Municipality towards the north-east, and the Bergriver Municipality abuts the northern border of Drakenstein Municipality. Towards the east, Drakenstein is bordered by the Breede Valley Municipality, to the south by the Stellenbosch Municipality, and towards the south-west by City of Cape Town.

The spatial proposals contained in the SDFs of the neighbouring municipalities will impact and inform the Drakenstein SDF's spatial proposals. In addition, these municipalities are dependent on one another and should ensure that a consistent approach to key elements are shared to ensure that the system's functionality is maintained and managed sustainably, and is also resilient. The following key aspects are important to consider in this regard:

- Maintaining and managing the integrity to linear green/opens spaces;
- Understanding the regional settlement hierarch and positioning of the major nodes and their sustainable growth related to one another;
- Management of alien invasive species to reduce the risk and spreading of fires, and to enhance the water supply as shared water resources;
- Disaster risk management;
- Land use management; and
- Protection of cultural and scenic landscapes, routes and passes.

Figure 27: Strategic alignment with neighbouring municipalities



Based on the Situation Analysis, as set out in Chapter 2, a programme of action is detailed in the following chapter on Development Plan. The strategies include Programmes, Key Initiatives and Projects that the Municipality plans to roll out over a 5- year period in order to reach its developmental goals.

A “programme” refers to a schedule of activities, e.g. conducting a series of workshops or maintenance of municipal buildings.

A key “initiative” refers to a once-off activity, e.g. development of a policy.

A “project” refers to a project that requires a capital investment and a clear project ending, e.g. construction of a bulk sewerage line or upgrading of a road.

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KEY PERFORMANCE AREA (KPA) 1: GOOD GOVERNANCE

KFA 01:
Governance
Structures

KFA 02:
Risk Management
and Assurance

KFA 03:
Stakeholder
Participation

KFA 04:
Policies and
By-Laws

KFA 05:
Inter-
Governmental
Relations (IGR)

KFA 06:
Communications
(Internal and
External)

KFA 07:
Marketing
(Branding and
Website)

KFA 08:
Customer Relations
Management

No.	Policies linked to KPA 1
1.	Recruitment and Selection Policy
2.	Rules Regulating the Election and Establishment of Ward Committees
3.	Ward Committee Policy
4.	Travel and Subsistence Policy
5.	Roles & Responsibilities of Council, Political Structures, Office Bearers & Municipal Manager
6.	Fraud Prevention Policy
7.	Enterprise Risk Management Policy
8.	Public Participation Policy
9.	Marketing Strategy
10.	Communication Policy and Strategy
11.	Language Policy
12.	Rules Regulating the Election and Establishment of Ward Committees
13.	Fraud Prevention Policy
14.	Marketing Strategy
15.	Communication Policy and Strategy
16.	Policy for Formulation, Development and Review of Policies

No.	Key By-laws linked to KPA 1
1.	By-law: Rules of order regulating the conduct of meetings of the Council of the Municipality of Drakenstein
2.	By-law No 21/2007: Rules of order regulating the conduct of meetings of the Portfolio committees of the Municipality of Drakenstein

PROGRAMMES AND INITIATIVES (KPA 1)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA 1): Governance Structures							
Capacitating Councillors	Councillor Workshops	x	x	x	x	x	
KEY FOCUS AREA (KFA 2): Risk Management and Assurance							
Limitation on time available for project implementation due to late transfer of approved funds	Initiative – Completion of the Risk Based Internal Audit Plan	x	x	x	x	x	
Combined Assurance	Programme – Implementation of Combined Assurance Framework	x	x	x	x	x	
KEY FOCUS AREA (KFA 3): Stakeholder Participation							
Regular Feedback with the communities	Schedule of quarterly Ward Councillor Feedback meetings	x	x	x	x	x	
Submission of Ward Committee Operational Plans	Workshop with Ward Councillors and Ward Committees	x	x	x	x		
KEY FOCUS AREA (KFA 4): Policies & By-Laws							
Risk identification and assessment	Review of Municipal Pound and Fire Safety by-laws	x	-	-	-	-	
KEY FOCUS AREA (KFA 5): International & Inter-Governmental Relations							
International Agreements	Review all Twinning Agreements and International Agreements	x	-	-	-	-	
KEY FOCUS AREA (KFA 6): Communications							
Lack of webpage update	New webpage launched and is to be updated frequently	x	x	x	x	x	

PROGRAMMES AND INITIATIVES (KPA 1)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA 7): Marketing (Branding and Website)							
Lack of webpage update	New webpage launched and is to be updated frequently	x	x	x	x	x	
Maximising events-related and other marketing opportunities to the optimum	Add resources; Build a closer relationship between LED, the Sports Division and the DLTA for more effective marketing	x	x	x	x		
KEY FOCUS AREA (KFA) 8: Customer Relations Management							
Continuously measure the satisfaction levels of citizens pertaining to service delivery	Conduct annual Citizen Satisfaction surveys	x	x	x	x	x	
Annual Customer Satisfaction Survey	Investigate and Implement new electronic application for third channel to conduct surveys	x	-	-	-	-	
New Customer Care Management System	Procure and Implement Complaints Management System	x	-	-	-	-	

CAPITAL PROJECTS (KPA 1)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 4: Policies & By-Laws							
Archive Management Policy Compliance and Implementation	Upgrade of document storage area	R100,000	-	-	-	-	
KEY FOCUS AREA (KFA) 8: Customer Relations Management							
Improve Customer Care interaction	New Customer Care System	R100,000	R	R	R	R	All

KEY PERFORMANCE AREA (KPA) 2:
FINANCIAL STABILITY

KFA 9:
Revenue
Management

KFA 10:
Expenditure and
Cost Management

KFA 11:
Budgeting/Funding

KFA 12:
Capital Expenditure

KFA 13:
Asset Management

KFA 14:
Financial Viability

KFA 15:
Supply Management

KFA 16:
Financial Reporting

No.	Policies linked to KPA 2
1.	Travel and Subsistence Policy
2.	Tariff Policy
3.	Customer Care, Credit Control and Debt Collection and Indigent support Policy
4.	GRAP Accounting Policy
5.	Asset Management Policy
6.	Property Rates Policy
7.	Cash and Investment Management Policy
8.	Insurance Policy Supply Chain Management Policy
9.	Petty Cash Policy
10.	Budget and Management Oversight Policy
11.	Fraud Prevention Policy
12.	Long Term Financial Sustainability Policy
13.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
14.	Asset Transfer Policy
15.	Policy on Stock Management
16.	Unforeseen and Unavoidable Expenditure Policy
17.	Virement Policy
18.	Borrowing Policy
19.	Funding and Reserve Policy
20.	Policy on the writing-off of irrecoverable debt
21.	Prioritization model for capital assets investment
22.	Donations Policy
23.	Financial Asset Management Policy
24.	Unclaimed Deposits Policy

No.	Key By-laws linked to KPA 2
1.	By-law on Property Rates
2.	Tariff By-law
3.	Customer care, Credit control, Debt collection and Indigent support By-law

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 9: Revenue Management							
Valuation Roll	Implement supplementary valuation rolls per year (including general valuation in 2021/2022)	x	x	x	x	x	ALL
Accurate Billing: Property Rates	Ensure that all properties are rated and levied at the correct tariff and property category	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Accurate Billing: Electricity	Ensure that the applicable availability charges/consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Accurate Billing: Water	Ensure that the applicable availability charges/consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Accurate Billing: Sanitation	Ensure that the applicable availability charges/consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Accurate Billing: Solid Waste	Ensure that the applicable availability charges/consumer tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Accurate Billing: Housing Rentals	Ensure that the applicable housing rental tariffs are levied on each property	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Pre-Paid Electricity Meters	Monthly review the pre-paid sales statistics to investigate no or low purchases	x	x	x	x	x	ALL

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 9: Revenue Management							
Pre-Paid Water Meters	Develop a Pre-paid Meters Policy to be approved by Council	x					ALL
Conventional Electricity Meters	Read at least 90% of all electricity meters on a monthly basis	≥90%	≥90%	≥90%	≥90%	≥90%	ALL
Conventional Water Meters	Read at least 80% of all electricity meters on a monthly basis	≥80%	≥80%	≥80%	≥80%	≥80%	ALL
Indigent Register	Compile and maintain an indigent register	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ALL
Revenue Collection	Improve and sustain revenue collection to 98% of total revenue billed	97%	97%	98%	98%	98%	ALL
Traffic Fine Collections	Improve the collection of traffic fines issued to at least 50%	30%	35%	40%	45%	50%	ALL
KEY FOCUS AREA (KFA) 10: Expenditure and Cost Management							
Operating Expenditure	Compile a zero-based operating expenditure budget	x	x	x	x	x	
Cost Containment	Compile a zero-based operating expenditure budget	x	x	x	x	x	
Creditor Payments	Pay all creditors within 30 days of receipt of invoice	≤30 days	≤30 days	≤30 days	≤30 days	≤30 days	
KEY FOCUS AREA (KFA) 11: Budgeting/Funding							
Zero Based Budgeting	Compile a zero-based balanced operating budget to generate operating surpluses	-4.5%	-3%	-1.5%	0%	1.5%	
Grants	Compile & submit business plans to obtain more grant funding from National and Provincial grant programs	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 11: Budgeting/Funding							
External Borrowings	Reduce borrowings to reduce gearing ratio to 45%	73%	66%	60%	55%	50%	
Own Reserves (CRR)	Compile a zero-based balanced operating budget to generate operating surpluses	-4.5%	-3%	-1.5%	0%	1.5%	
KEY FOCUS AREA (KFA) 12: Capital Expenditure							
Capital Expenditure	Calculate own funding mix (CRR & borrowings) for compiling a capital expenditure framework (CEF)	x	x	x	x	x	
Capital Expenditure	Compile & submit business plans to obtain more grant funding from National and Provincial grant programs	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
KEY FOCUS AREA (KFA) 13: Asset Management							
GRAP Compliant Asset Register	Submit GRAP compliant asset register by 31 August	x	x	x	x	x	
Moveable Assets	Compile and maintain a moveable asset register	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
Immoveable Assets	Compile and maintain an immoveable asset register	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
KEY FOCUS AREA (KFA) 14: Financial Viability Ratios							
Capital Expenditure to Total Expenditure	Reduce the Capital Expenditure to Total Expenditure Ratio to 5 %, until the gearing ratio decrease to 45%.	13.2%	5%	5%	5%	5%	
Impairment of PPE, IP and Intangible Assets	Maintain the impairment to PPE and IP ratio to less than 0.5%.	<0.50%	<0.50%	<0.50%	<0.50%	<0.50%	

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 14: Financial Viability Ratios							
Repairs and maintenance as a % of PPE and IP	Provide for repairs and maintenance of 10% to 12% of total operating expenditure	11%	11%	11%	11%	11%	
Debtors Collection Ratio	Improve and sustain revenue collection to 98% of total revenue billed	97%	97%	98%	98%	98%	
Bad debts Written-off as a % of Provision for Bad Debt.	Maintain the bad debts written off as a % of Provision for Bad Debt to 100%.	100%	100%	100%	100%	100%	
Net Debtors Days	Improve revenue collection to reduce net debtors' days ratio to 40 days	48 days	46 days	44 days	42 days	40 days	
Cash/Cost Coverage Ratio	Compile a balanced operating budget to improve cash/cost coverage ratio to 3 months	1.5 months	2 months	2.5 months	3 months	3 months	
Cash Flow Management							
Current Ratio	Compile a balanced operating budget and improve revenue collection to stabilise current ratio to 1.5 : 1	1.1	1.2	1.3	1.4	1.5	
Capital Cost as a % of Total Operating Expenditure	Reduce borrowings to reduce interest and redemption as a % of total operating expenditure to 12%.	14.5%	14%	13.5%	13%	12%	
Debt (Total Borrowings/Revenue – Gearing Ratio	Reduce borrowings to reduce gearing ratio to 45%	73%	66%	60%	55%	50%	

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 14: Financial Viability Ratios							
Level of Cash Backed Reserves (Net Assets – Accum. Surplus)	Maintain the Level of Cash Backed Reserves (Net Assets – Accum. Surplus) to more than 100%.	>100%	>100%	>100%	>100%	>100%	
Net Operating Surplus Margin	Compile a balanced operating budget to generate operating surpluses	-4.5%	-3%	-1.5%	0%	1.5%	
Net Surplus/Deficit: Electricity	Review charge outs of internal costs to ensure cost reflective electricity tariffs and a surplus of 15%	15%	15%	15%	15%	15%	
Net Surplus/Deficit: Water	Review charge outs of internal costs to ensure cost reflective water tariffs and a surplus of 15%	15%	15%	15%	15%	15%	
Net Surplus/Deficit: Refuse	Review charge outs of internal costs to ensure cost reflective refuse removal tariffs and a surplus of 10%	10%	10%	10%	10%	10%	
Net Surplus/Deficit: Sanitation	Review charge outs of internal costs to ensure cost reflective sanitation tariffs and a surplus of 10%	10%	10%	10%	10%	10%	
Electricity Distribution Losses	Maintain electricity distribution losses to less than 6%, by monitoring illegal connections and performing meter audits.	6%	6%	6%	6%	6%	

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 14: Financial Viability Ratios							
Water Distribution Losses	Maintain water distribution losses to less than 15%, by monitoring broken water pipes, meter auditing.	15%	15%	15%	15%	15%	
Growth in Number of Active Consumer Accounts	Maintain the Growth in Number of Active Consumer Accounts to more than 2% year-on-year	2%	2%	2%	2%	2%	
Revenue Growth (%)	Improve revenue enhancement through analysing consumption and basic charges patterns and tariffs levied for property rates and service charges customers	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
Revenue Growth (%): Excluding Capital Grants	Improve revenue enhancement through analysing consumption and basic charges patterns and tariffs levied for property rates and service charges customers	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
Creditors Payment Period (Trade Creditors)	Maintain the Creditors Payment period to 30 days and less	≤30 days	≤30 days	≤30 days	≤30 days	≤30 days	
Irregular, F&W & UE/Total Operating Expenditure	Compile/maintain a SCM contract management register for rates tenders to avoid deviations	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
Remuneration as a % of Total Operating Expenditure	Monitor the employee spending on a monthly basis – focusing on overtime and the appointment of employees against the amount budgeted for employee cost	≤30 days	≤30 days	≤30 days	≤30 days	≤30 days	
Contracted services % of Total Operating Expenditure	Monitor the spending on contracted services – through monthly budget monitoring meetings.	≤6.5%	≤6.5%	≤6.5%	≤6.5%	≤6.5%	

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 14: Financial Viability Ratios							
Capex (Grants excluded) to Total Capital Expenditure	Compile a balanced operating budget to generate operating surpluses to reduce external borrowings	-4.5%	-3%	-1.5%	0%	1.5%	
Capex (Grants & EL excluded) to Total Capital Expenditure	Compile a balanced operating budget to generate operating surpluses to reduce external borrowings	-4.5%	-3%	-1.5%	0%	1.5%	
Own Source Revenue to Total Operating Revenue	Reduce the Own Source Revenue to Total Operating Revenue mix, by applying for more capital grants.	75%	75%	75%	75%	75%	
Capital Expenditure Budget Implementation Indicator	Monitor the capital expenditure budget implementation indicators with monthly budget monitoring meetings with all departments	100%	100%	100%	100%	100%	
Operating Expenditure Budget Implementation Indicator	Monitor the operating expenditure budget implementation indicators with monthly budget monitoring meetings with all departments (Housing Grant budgeted and actual expenditure excluded)	95%	95%	95%	95%	95%	
Operating Revenue Budget Implementation Indicator	Monitor the operating revenue budget implementation indicators with monthly budget monitoring meetings with all departments (Housing Grant budgeted and actual expenditure excluded)	98%	98%	98%	98%	98%	
Service Charges & Property Rates Budget Implem. indicator	Compile and maintain tariff modelling for property rates and service charges	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	

PROGRAMMES AND INITIATIVES (KPA 2)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 15: Supply Chain Management							
Municipal Stores	Annually review the minimum and maximum stock levels with user departments	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
Acquisitions	Monthly reporting to Council on deviations from legislative required procurement processes	x	x	x	x	x	
Demand Planning	Compile and maintain a demand planning database	x	x	x	x	x	
Contract Management	Compile and maintain a contract management register	x	x	x	x	x	
Compliance Reporting	Monthly reporting to National Treasury on tenders awarded	x	x	x	x	x	
KEY FOCUS AREA (KFA) 16: Financial Reporting							
MSCOA Structure	Implement new MSCOA 6.3 version and maintain MSCOA charts in outer years	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
Compliance Reporting	Submit annual financial statements by 31 August	x	x	x	x	x	

CAPITAL PROJECTS (KPA 2)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 15: Supply Chain Management							
ACQUISITIONS							
Limited fuel storage areas	Construction of a new fuel pump facility	R1,500,000	R	R	R		

KEY PERFORMANCE AREA (KPA) 3: INSTITUTIONAL TRANSFORMATION

KFA 17:
Organisational
Structure

KFA 18:
Human Capital and
Skills Development

KFA 19:
Project and
Programme
Management

KFA 20:
Performance
Management and
Monitoring and
Evaluation

KFA 21:
Systems
Technology

KFA 22:
Processes and
Procedures

KFA 23:
Equipment and Fleet
Management

No.	Policies linked to KPA 3
1.	Recruitment and Selection Policy
2.	Performance Management Policy
3.	Information and Communication Technology Policy
4.	PAIA Section 14 Manual (Promotion of Access to Information)
5.	Fleet Management Policy and User Guide
6.	Language Policy
7.	Education, Training and Development Policy

No.	Key By-laws linked to KPA 3
1.	N/A

PROGRAMMES AND INITIATIVES (KPA 3)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 17: Organisational Structure							
Efficient Utilisation of Staff	Implementation of Staff Prioritisation Committee	x					
Finalisation of Job Descriptions	Establish Job description Review Committee	x					
Finalisation of Job Evaluation	Complete all Outstanding Job Evaluations for prioritised posts and existing staff	100%					
Filling of Funded Vacancies	Implementation of Staff Prioritisation Committee	x					
Effective and efficient utilisation of EPWP capacity							
KEY FOCUS AREA (KFA) 18: Human Capital & Skills Development							
Skilled Workforce	Conduct Workplace Skills Audit				x		
	Implement Training Initiatives and Bursary Programme	x	x	x	x	x	
Retention of Institutional Memory	Develop a succession plan for identified positions	x	x	x	x	x	
Motivated, Energised and Healthy Staff Compliment	Implement wellness, excellence and recognition initiatives	x	x	x	x	x	
KEY FOCUS AREA (KFA 19): Project and Programme Management							
Mitigating Project Risk	Incorporate Main Projects on Project Management Information System	100%	100%	100%	100%	100%	
Breaking down Silo Implementation	Establish Project Management Forum for Transversal functions	x	x				

PROGRAMMES AND INITIATIVES (KPA 3)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA 19): Project and Programme Management							
Efficient Project Implementation Cycles	Circulate project implementation cycle guidelines and hold implementation cycle planning meetings to identify and communicate future requirements	x	x	x	x	x	
Centralisation of Municipal Project Information	Capture and report on Main Projects via the Project Management Information System	100%	100%	100%	100%	100%	
KEY FOCUS AREA (KFA) 20: Performance Management							
Individual Performance Management	Implementation of Staff Efficiency Monitoring by all Departments	50%	75%	100%	100%	100%	
KEY FOCUS AREA (KFA) 21: Systems & Technology							
Sustainability of ICT infrastructure	Submission of Technology replacement Plan to budget steering committee by February of each year.	x	x	x	x	x	
Functioning of ICT Steering Committee							
Review of Critical Business Systems	Monitor implementation of the ICT Strategic Plan Annually via the ICT Steering Committee	x	x	x	x	x	
Technology Environmental Controls	Enter into service level agreements with internal service departments			x			
KEY FOCUS AREA (KFA) 22: Process and Procedures							
Updated Standard Operating Procedures							
Optimising Business Processes	Create awareness of business process automation			x			

PROGRAMMES AND INITIATIVES (KPA 3)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 23: Equipment & Fleet Management							
Efficient Prioritisation of Fleet Purchases	Implement Standard Operating Procedure for fleet prioritisation and inclusive decisions	x	x	x	x	x	
	Establish process to centralize approval of vehicle hire orders	x					
Efficient Utilisation of Existing Equipment & Fleet	Distribute fleet utilization reports and fleet management changes to vehicle allocations	x	x	x	x	x	
	Establish a fleet control room	x					
Minimising of Equipment & Fleet Down Time	Establish electronic dashboard for vehicle downtime	x					
Ensure Responsible Driving	Monitor and Report on Functioning of Vehicle Control Officers	x	x	x	x	x	
	Implement Rating System for Driver Behaviour	x					

CAPITAL PROJECTS (KPA 3)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA)21: Systems & Technology							
COMPUTER RELATED							
Sustainability of ICT infrastructure	Replacement of Host Server, purchase other ICT related equipment ICT and New Licences	R2,367,294	R2,867,294	R3,167,000	R3,550,000	R3,763,000	
Aged Desktops and Laptops	Replacement of Windows 7 Desktops and Laptops	R1,096,000					
Microsoft Software	New Microsoft Licences	R700,00					
Aged Computer Server Environment	Replacement of Host Server for Virtual Server environment	R571,294					

KEY PERFORMANCE AREA (KPA) 4: PHYSICAL INFRASTRUCTURE AND SERVICES

KFA 24:
Energy Supply Efficiency and
Infrastructure

KFA 25:
Transport, Roads and
Stormwater Infrastructure

KFA 26:
Water, Sanitation Services and
Infrastructure

KFA 27:
Solid Waste Management and
Infrastructure

KFA 28:
Municipal and Public Facilities

No.	Policies linked to KPA 4
1.	Customer Care, Credit Control and Debt Collection and Indigent Support Policy
2.	Lighting on private rural land
3.	Water Losses Policy
4.	Electricity Losses Policy
5.	Electrical Infrastructure Maintenance Policy
6.	Prioritization model for capital assets investment

No.	Key By-laws linked to KPA 4
1.	By-law No 2/2002: Establishment of Improvement Districts
2.	By-law No 10/2007: The Management of Premises provided by the Municipality for Dwelling Purposes
3.	By-law No 15/2007: Streets
4.	By-law No 18/2007: Water supply, sanitation services and industrial effluent
5.	By-law No 17/2007: Refuse Removal
6.	By-law No 2014: Water Services

PROGRAMMES AND INITIATIVES (KPA 4)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 24: Energy Supply Efficiency & Infrastructure							
Replacing aged infrastructure	Annual Pipe Replacement programme					x	
	Quality of supply (upgrading of SCADA system)	x	x	x	x	x	
Additional electrical supply	Create projects for energy generation: Drakenstein Street Light Projects	x		x			
Need for a new Customer Care Management System	New Customer Care System	x					
Create projects for energy generation							
KEY FOCUS AREA (KFA) 25: Transport, Roads & Stormwater Infrastructure							
Lack of awareness	Education programmes	x	x				
	Increase awareness on availability of compost at WWTW		x	x			
Outdated Storm Water Master Plan and Flood Levels	Revision of SWMP and flood lines		x	x	x	x	
KEY FOCUS AREA (KFA) 26: Water & Sanitation Services & Infrastructure							
Lack of basic services in informal settlements	Extension of Basic Services: Informal Settlements		x	x	x	x	
Development of enabling infrastructure	Scientific Laboratory Equipment	x	x	x	x	x	
Aged infrastructure	Eradication of Midblocks in Wellington South			x	x	x	
Development of enabling infrastructure	Wellington Town Square (EDP project)		x	x	x	x	
Masterplanning	Updating Stormwater Masterplans		x	x	x	x	
Development of enabling infrastructure	Traffic Signals	x					
KEY FOCUS AREA (KFA) 26: Water & Sanitation Services & Infrastructure							
Lack of traffic safety awareness	Programme: Traffic Safety Awareness Programme		x	x	x	x	
Development of enabling infrastructure	Provision of Borehole Infrastructure	x					
Lack of Basic Services in Informal Settlements	Extension of Basic Services: Informal Settlements	x	x	x	x	x	

PROGRAMMES AND INITIATIVES (KPA 4)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 26: Water & Sanitation Services & Infrastructure							
Water loss management	Installation of Pressure Management Systems	x					
	Drakenstein Rural Area: Ronwe project			x	x	x	
	Gouda Small Holding Water Scheme		x	x	x	x	
Aged infrastructure	Renovations to Market Street Building	x	x	x	x	x	
Aged infrastructure	Major repairs of corporate buildings (waterproofing of Civic Centre)	x	x	x	x	x	
Aged infrastructure	Depot & Office Renovations	x	x				
Aged infrastructure	Replacement of vehicles & equipment		x	x	x		
KEY FOCUS AREA (KFA) 27: Solid Waste Management & Infrastructure							
Norms and standards compliance	Fencing at Wellington Disposal Facility (licencing conditions, provision of concrete palisade fence)					x	
Illegal dumping/area cleaning	Construction of Mini drop-off facilities	x	x				
Illegal dumping/area cleaning	Street refuse bins		x	x	x		
Illegal dumping/area cleaning	Wheelie bins	x	x	x	x		
Illegal dumping/area cleaning	Bulk Refuse containers	x	x	x			
KEY FOCUS AREA (KFA) 28: Municipal & Public Facilities							
Development of enabling infrastructure	Saron Community Hall - Higher voltage usage for the Hall						
Aged Infrastructure	Paarl Town Hall - Painting and upgrading						
Aged Infrastructure	Wellington Town hall - Roof repairs and upgrading						
Aged Infrastructure	Mbekweni Community Hall - Painting						
Aged Infrastructure	Simondium Community Hall - Larger septic tank						
Aged Infrastructure	Maintenance and upgrades to all ablution facilities as and when required						

CAPITAL PROJECTS (KPA 4)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 24: Energy Supply Efficiency & Infrastructure							
ENERGY SUPPLY							
Inadequate energy saving measures	Measuring of Industrial Water Connections (Paarl/Wellington)		R	R			
Aged infrastructure	Replacement of Reticulation Main Road, Church Street & Bergendal Area (Wellington)			R	R	R	
Illegal connections	Electrification of Informal Settlements	R1,500,000	R	R	R	R	
Aged infrastructure	Vandalism and theft to existing infrastructure	R	R	R	R	R	
Low capacity of energy infrastructure	Increase existing HT network capacity to facilitate development, electrification and existing load growth (transformers at Parys 66/11 kV substation) Finish off phase 1 of project	R1,500,000	R	R	R	R	
Low capacity of energy infrastructure	Increase existing MT network capacity to facilitate development, electrification and existing load growth (Paarl North and CBD replacement of infrastructure)	R1,000,000	R	R	R	R	
KEY FOCUS AREA (KFA) 25: Transport, Roads & Stormwater Infrastructure							
ROADS							
Large backlog in the upgrading of municipal roads exist	Backlog in reseal of streets: Programme: Reseal of streets in terms of the Roads Asset Management System (Pavement Management)	R2,000,000	R	R	R	R	

CAPITAL PROJECTS (KPA 4)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 25: Transport, Roads & Stormwater Infrastructure							
ROADS							
Sidewalk condition inadequate	Upgrading of sidewalks in accordance with budget by existing tenders	R500,000	Ongoing	Ongoing	Ongoing	Ongoing	
Backlog in upgrading of streets and roads	Upgrading of streets in terms of Road Asset Management System	R1,000,000	Ongoing	Ongoing	Ongoing	Ongoing	
Large backlog in the upgrading of municipal roads exist	Upgrading of Oosbosch Street to dual carriageway: Project: Construction of upgrading by external tender	R74,168,400	Ongoing	Ongoing	Ongoing	Ongoing	
KEY FOCUS AREA (KFA) 25: Transport, Roads & Stormwater Infrastructure							
TRANSPORT							
Taxi facilities inadequate	Project: Upgrade taxi rank at Paarl CBD, Paarl East, Mbekweni, Stations & wellington & upgrading of holding area in Paarl	R	R	R	R	R	
Excessive speeding in streets	Installation of traffic calming measures	R	R	R	R	R	
KEY FOCUS AREA (KFA) 26: Water & Sanitation Services & Infrastructure							
WATER AND SANITATION							
Low capacity of Waste Water Treatment Works	Saron WWTW: Replace Clarifier & Landscaping	R	R	R	R	R	
Low capacity of Waste Water Treatment Works	Pearl Valley WWTW	R	R	R			
Aged infrastructure	Pipe cracking projects to replace old sewer pipes	R1,920,000	R8,000,000	R9,000,000	R9,000,000	R9,000,000	

CAPITAL PROJECTS (KPA 4)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 26: Water & Sanitation Services & Infrastructure							
WATER AND SANITATION							
Need for new Bulk Infrastructure	Paarl South Bulk Sewer		R75,000,000	R45,000,000			
Need for new Bulk Infrastructure	Lantana Outfall Sewer			R4,000,000	R4,500,000		
Low capacity of Waste Water Treatment Works	Saron WWTW: Replace Clarifier & Landscaping	R0	R3,000,000	R4,500,000	R1,500,000		
Low capacity of Waste Water Treatment Works	Upgrading of Pearl Valley WWTW	R0	R15,000,000	R10,000,000	R5,000,000		
Low capacity of Waste Water Treatment Works	Upgrading of Paarl WWTW			R95,000,000	R75,000,000	R90,000,000	
Need for new network reticulation	Upgrading of Saron Pumpstation			R4,000,000	R4,500,000		
Need for new network reticulation	Upgrading of Gouda Pumpstation			R1,500,000	R1,000,000		
Low capacity of Waste Water Treatment Works	Completion of Welvanpas Water Treatment Works (WTW)	R				R	
Need for new network reticulation	Replace/Upgrade water reticulation system (Paarl/Wellington)	R1,500,000	R	R	R	R	
Need for new Bulk Infrastructure	Completion of Courtrai reservoir x 2 plus bulk supply pipelines	R					
Need for new Bulk Infrastructure	Upgrade of bulk water supply (3ML Reservoir & Booster pumps) at Simondium	R	R	R	R	R	
Need for new Bulk Infrastructure	Bulk water pipe replacement in Saron	R					

CAPITAL PROJECTS (KPA 4)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 26: Water & Sanitation Services & Infrastructure							
WATER AND SANITATION							
Need for new Bulk Infrastructure	Bulk storage & water treatment in Saron	R43,649,000			R	R	
Need for new Bulk Infrastructure	Courtrai/Simondium Bulk Pipeline (315mm)		R	R			
Need for new Bulk Infrastructure	6ML Pearl Valley Reservoir & Bulk Water Pipes	R	R		R	R	
Need for new Bulk Infrastructure	Leliefontein/Wellington Bulk Pipe Upgrade (700mm)	R	R	R	R	R	
Need for new Bulk Infrastructure	Windmeul Bulk Water Pipeline, Booster Pump Station, 2ML Reservoir	R	R				
Need for new Bulk Infrastructure	Champagne Street Bulk Water Pipeline (Wellington)			R	R	R	
Need for new Bulk Infrastructure	New Bergendal 5ML Reservoir (Wellington)				R	R	
Need for new Bulk Infrastructure	New Blouvillei 3ML Reservoir (Wellington)				R	R	
Low capacity of Waste Water Treatment Works	Replace Bulk Water Pipeline Perdeskoe to Welvanpas WTW (400mm), Wellington		R	R	R	R	
Need for new Bulk Infrastructure	Bo-Vlei To Welvanpas Bulk Pipeline (315mm)		R			R	
Need for new Bulk Infrastructure	Replacement of Ysterbrug -Victoria Pumpline			R	R	R	
Need for new Bulk Infrastructure	Perdeskoe Water Scheme Phase 1					R	
Need for new Bulk Infrastructure	Nieuwe Drift Bulk Waterpipe & 1ML Reservoir					R	

CAPITAL PROJECTS (KPA 4)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 27: Solid Waste Management & Infrastructure							
SOLID WASTE MANAGEMENT							
Landfill operation optimisation	Construction of Material Recovery Facility	R1,500,000	R	R	R		
Landfill compliance	Extension/Compliance of Wellington Disposal Facility (inclusive of geomembranes)	R	R	R	R		
Alternative to Landfill	Construction of Biogas Plant		R	R	R		
Rehabilitation of Old Landfill Sites	Rehabilitation of Old Landfill Sites					R	
Landfill operation optimisation	Upgrading of Paarl Transfer Station		R	R	R		
Landfill operation optimisation	Upgrading of Satellite Transfer Stations in Saron, Hermon and Gouda		R	R	R	R	
KEY FOCUS AREA (KFA) 28: Municipal & Public Facilities							
MUNICIPAL FACILITIES							
Landfill operation optimisation	Upgrading of Paarl Transfer Station	R	R	R	R	R	
Ageing Infrastructure	Safmarine Community Hall: Upgrading of hall	R100,000					
Ageing Infrastructure	Gouda Community Hall: Construction of cloakrooms and stage	R100,000					
Aging Infrastructure	Colibri Community hall Upgrading						

KEY PERFORMANCE AREA (KPA) 5: PLANNING AND DEVELOPMENT



No.	Policies linked to KPA 5
1.	Informal Trading Management Framework
2.	Integrated House Shop Policy
3.	Events Support Framework
4.	Integrated Economic Growth Strategy
5.	Informal Economy Enhancement Strategy
6.	Investment Incentive Policy
7.	Tourism Development Plan
8.	Limited pay-out Gambling Machine Policy

No.	By-laws linked to KPA 5
1.	By-law No 14/2007: Informal Trade
2.	By-Law: Municipal Land Use Planning
3.	Problem Building By-law

PROGRAMMES AND INITIATIVES (KPA 5)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 29: Economic Development and Poverty Alleviation							
Scarcity of job opportunities and lack of economic opportunities	Implementation of the Integrated Economic Growth Strategy and the Rural Development Strategy	x	x	x	x	x	All wards
SMME and Entrepreneurship Development	Develop a mentoring and skills development programme for SMMEs and entrepreneurs	x	x	x	x		All wards
Informal Economy Enhancement Strategy	Implementation of the Informal Economy Enhancement Strategy			x	x	x	All wards
Addressing the digital divide and unemployment	Developing a digital economy strategy and implementation plan					x	All wards
Development of Small Business linkages	Supply Chain Policy Reforms - Implementation of Preferential Procurement Regulations Strategy/Policy		x	x	x	x	All wards
Development of Small Business linkages	Implementation of Contractor Development Programme (Supplier Development Programme)		x	x	x	x	All wards
Development of Small Business linkages	Develop a comprehensive small business database and have a dedicated information service offering aimed at small businesses				x	x	All wards
Development of Small Business linkages	Develop and implement a local "Tradeworld" portal to facilitate localised procurement opportunities for SMMEs					x	All wards
Enhancing Small Business support	Development of a Township Economy Strategy and implementation plan	x	x	x	x	x	All wards
Need for a Social Contribution Framework to drive Corporate Social Investment	Develop and implement a Social Contribution Framework	x	x	x	x	x	All wards

PROGRAMMES AND INITIATIVES (KPA 5)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 29: Economic Development and Poverty Alleviation							
Development of Small Business linkages	Establish a One-Stop Business Support Centre			x	x	x	All wards
Enhancing Small Business support	Establish an Incubator Hive at Wellington Industrial Park			x	x	x	All wards
Enhancing Small Business support	Establish a Business Hive in Ward 25		x	x			Ward 25
KEY FOCUS AREA (KFA) 30: Growth and Investment Promotion							
Investor Facilitation	Implementation of Investment Incentive Policy	x	x	x	x	x	All wards
Investor Facilitation	Transactional Advisory services to facilitate investment promotion with prospectus which include 5 bankable priority projects				x	x	All wards
Investment Promotion	Develop and implement an Investment and Development marketing guide	x	x	x	x	x	All wards
Investment Promotion	Development of an Investment Promotion Strategy (identification of sector priorities-via IEGS process)		x	x	x	x	All wards
Investment Facilitation	Facilitate the development of business and industrial parks at Klipmuts, Wellington, Ben Bernhard and Waterfront			x	x	x	
Investment Promotion	Support fibre roll -out plan	x	x	x	x	x	All wards
Investment Retention	Establish a database of businesses and investors with aligned monitoring and evaluation tool				x	x	All wards

PROGRAMMES AND INITIATIVES (KPA 5)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 30: Growth and Investment Promotion							
Investment Retention	Implement an after-care service and conducting an annual business confidence survey			x	x	x	All wards
Investment Retention	Provide sufficient research support to enable investment decisions by companies			x	x	x	All wards
Investment Retention	Publish quarterly economic bulletins to assure investor confidence			x	x	x	All wards
KEY FOCUS AREA (KFA) 31: Municipal Planning							
Development of SOP's and SLA's to align with Drakenstein's Service Charter between municipal stakeholders	<ul style="list-style-type: none"> - Building plan applications - Certificate of occupancy - Complaints - Inspections - Problem Premises 	x					All wards
Increase oversight and management of liquor outlets	SLA to be established between the relevant internal departments			x			All wards
Expediting land use application processes via an electronic system	Implementation of the E-Land Use Management System	x	x	x	x	x	All wards
KEY FOCUS AREA (KFA) 32: Built Environment Management (includes Heritage Resource Management)							
Policy regarding Liquor outlets not in place	Develop Liquor Outlet Policy	x	x				All wards
Development of a Heritage By-law	Engage with HWC and Legal Services and approval of required by-law					x	All wards
Heritage Committees to be duly constituted	Develop New Constitution for Heritage Committees				x		All wards

PROGRAMMES AND INITIATIVES (KPA 5)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 32: Built Environment Management (includes Heritage Resource Management)							
Need to have a single source of heritage assets	Develop and maintain a Heritage Register					x	All wards
Heritage areas require approval i.t.o. the NHRA	Obtain approval for specific Heritage Areas				x	x	All wards
Lack of a Cultural Heritage Strategy for the municipality	Develop a Cultural Heritage Strategy					x	All wards
KEY FOCUS AREA (KFA) 33: Urban Renewal							
Develop Spatial Directives for Paarl Hamlet Node/Gateway and De Poort	Develop and adopt the framework and business model for Paarl Hamlet Node/Gateway and De Poort	x	x				Ward
Urban management	Finalise the Special Ratings Area policy and bylaws	x	x				All wards
Lack of Suitable/Diverse Housing and Need for Social Integration	Develop proposals within SDF and HSP for inner CBD housing opportunities	x					All wards
Develop a SOP to follow to outline the requirements and responsibilities of the stakeholders.	Implementation of Wellington Urban Design Framework				x		Wellington wards
KEY FOCUS AREA (KFA) 34: Skills Development and Education							
Lack of suitable skills for the Gaming Sector	Establish Gaming Centres in Drakenstein					x	All wards
No integration and proper planning of the skills development value chain	Establishment of the Drakenstein Skills Development Forum				x	x	All wards
No integration and proper planning of the skills development value chain	Develop an Integrated Skills Development Plan				x		All wards
Lack of financial assistance for youth to access education	Review of the Youth Employment Facilitation plan			x	x		All wards

PROGRAMMES AND INITIATIVES (KPA 5)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 34: Skills Development and Education							
Lack of Food security initiatives within the rural hinterland	Implementing of programmes focusing on Food security	x	x	x	x	x	Rural wards
Inadequate spatial planning in rural areas	Integration of rural areas in SDF, where appropriate initiatives will be identified and implemented	x	x	x	x	x	All wards
Lack of financial assistance for youth to access education	Implementation of the rural bursary initiative	x	x	x	x	x	Rural wards
Lack of economic opportunities	Driver's licence initiative for rural unemployed youth and learners.	x	x	x	x	x	Rural wards
KEY FOCUS AREA (KFA) 36: Spatial and Urban Planning							
Exemption of certain appropriate areas from Act 70 of 1970	Engage with National Department of Agriculture	x					All wards
Lack of Cemetery Space	Obtain Land Use Rights to extend Parys Cemetery	x					Paarl wards
Lack of Cemetery Space	Negotiate with private property owners to acquire land for cemetery purposes	x	x	x			All wards
KEY FOCUS AREA (KFA) 37: Tourism							
Lack of Transformation in the Tourism industry	Reviewed Destination Marketing Plan	x	x	x	x	x	All wards
Lack of adequate Tourism Infrastructure	Tourism Development Plan to address provision of suitable infrastructure (includes development of Tourism nodes as per TDP, includes De Poort & Mandela Heritage Route)	x	x	x	x	x	All wards
Lack of Sports Tourism focus	Development of a Sports Tourism strategy	x	x	x	x	x	All wards

PROGRAMMES AND INITIATIVES (KPA 5)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 37: Tourism							
Lack of focused Events and MICE Strategy	Development of a comprehensive Events and MICE (Meetings, Incentives, Conference & Events Strategy					x	All wards
Lack of Film Locations Policy	Development of a Film Locations Policy		x	x			All wards
KEY FOCUS AREA (KFA) 38: Land Valuations and Property Management							
2020 General Valuation Roll	Compile the 2020 General Valuation Roll		x				All wards

KEY PERFORMANCE AREA (KPA) 6: SAFETY AND ENVIRONMENTAL MANAGEMENT

KFA 39:
Safety and
Security

KFA 40:
Disaster &
Emergency
Management

KFA 41:
Traffic, Vehicle
Licensing and
Parking Control

KFA 42:
Municipal Law
Enforcement
(includes the
Municipal Court)

KFA 43:
Environmental
Management and
Climate Change

KFA 44:
Natural
Resources

KFA 45:
Parks and
Open Spaces

KFA 46:
Animal
Control

No.	Policies linked to KPA 6
1.	Traffic Calming Policy
2.	Alcohol Policy and Procedure Agreement
3.	Tree Management Policy
4.	Environmental Policy
5.	Food and Nutrition Security Policy

No.	Key By-laws linked to KPA 6
1.	By-law No 1/2007: The Advisory Board for Nature Reserves
2.	By-law No 7/2007: Paarl Mountain Nature Reserve
3.	By-law No 11/2007: The prevention of atmospheric pollution
4.	Fire Safety By-law
5.	By-law No 9/2007: Parking Metres

PROGRAMMES AND INITIATIVES (KPA 6)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 40: Disaster and Emergency Management							
Disaster Management Plan	To develop a Disaster Management Plan for Drakenstein by: - Engaging with relevant stakeholders (internal and external); - Developing operational plans for identified risks; and - Annually review the plan and submit to Province	x	x	x	x	x	All Wards
Turn-around strategic plan SANS	To develop a Turn-around strategic plan in accordance to the SANS code to: - Address staff shortage; - Address the replacement of firefighting vehicles etc; - Maintain a 24-hour control centre; - Community awareness programmes; - Establish and coordinate a Volunteer programme; - Annually review plan; and - Establish a Disaster Management Forum	x	x	x	x	x	All Wards
KEY FOCUS AREA (KFA) 41: Traffic control & Licensing							
Upgrade Dal Josaphat Traffic Centre	To upgrade and renovate the Dal Josaphat Traffic Centre	x	x	X			
Turn-around strategic plan	To develop a turn-around strategy for traffic and licensing services	x	X				All Wards
Electronic MVR licensing renewal	To innovate an E-licensing renewal system	x	X				

PROGRAMMES AND INITIATIVES (KPA 6)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 42: Municipal Law Enforcement							
Appointment of additional staff	To expand the current staff of Municipal Law Enforcement	x	x	x			All Wards
Farm & neighbourhood watches relationships	To establish and strengthen the relationship between the farm and neighbourhood watches	x	x	x			All Wards
KEY FOCUS AREA (KFA) 43: Environmental Management and Climate Change							
Lack of resilience conditions	Liaise with Civil Engineering Services for the finalisation of Resilience Conditions	N/A	x				All wards
Lack of environmental education and awareness	Develop an environmental awareness strategy and implementation plan considering municipal staff, civil society, business and schools	x	x	x	x	x	All wards
Lack of policy to promote green building	Update environmental policy	x	x				All wards
Lack of mainstreaming of climate change within the organisation	Include the implementation of 1 climate change initiative from the CCAP in the SDBIP of each Department and develop a green audit tool for monitoring Department's' carbon footprint	x	x				All wards
KEY FOCUS AREA (KFA) 44: Natural Resources							
Bio-diversity: Protect environmental resources and balance service delivery and environmental protection	Align the SDF with EMF	x	x	x			All wards

PROGRAMMES AND INITIATIVES (KPA 6)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 44: Natural Resources							
Bio-diversity: Protect environmental resources and balance service delivery and environmental protection	Declaration of municipal conservation areas as stewardship sites / formal conservation areas		x	x	x	x	All wards
Air quality	Update Air Quality Management Plan		x				All wards
KEY FOCUS AREA (KFA) 45: Parks & Open Spaces							
Upgrade parks	Upgrading of parks in Drakenstein	x	x	x	x	x	
EPWP Programmes	Job creation for 200 beneficiaries (50 per quarter)	x	x	x	x	x	All Wards
KEY FOCUS AREA (KFA) 46: Animal Control							
Purchase trailer	To purchase a trailer for livestock	x				x	
Appoint Pound-Master	The appointment of a pound master		x				
Respond to Live-Stock complaints	Effective response to livestock complaints	x	x	x	x		

KEY PERFORMANCE AREA (KPA) 7: SOCIAL AND COMMUNITY DEVELOPMENT

KFA 47:
Health

KFA 48:
Early and
Childhood
Development

KFA 49:
Gender, Elderly,
Youth and
Disabled

KFA 50:
Sustainable
Human
Settlements
(Housing)

KFA 51:
Sport, Recreation
and Facilities

KFA 52:
Arts and
Culture

KFA 53:
Libraries

KFA 54:
Cemeteries and
Crematoria

No.	Key Policies linked to KPA 7
1.	Grants in Aid Policy
2.	Transfer Policy for Human Settlement Projects
3.	Sport and Recreation Policy
4.	Events Support Framework
5.	Early Childhood Development Policy
6.	Housing Selection Policy
7.	Emergency Housing Policy
8.	Food and Nutrition Security Policy
9.	Street People Policy
10.	Grant in Aid Policy: Community

No.	Key By-laws linked to KPA 7
1.	By-law No 2/2007: Cemeteries and Crematoriums
2.	By-law No 5/2007: Camping Areas
3.	By-law No 6/2007: Child Care Facilities
4.	By-law No 8/2007: Public Amenities
5.	By-law No 12/2007: The impoundment of animals
6.	By-law No 16/2007: Public Swimming Pools

PROGRAMMES AND INITIATIVES (KPA 7)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 47: Health							
Lack of Participation in Health Forum meetings	Engagement Meetings with Stakeholders and the Department of Health	x	x	x	x		
KFA 48: Early and Childhood Development							
Participation in Skills Development Workshops	Establishment of Centre of Excellence (Skills centre)		x	x	x		
Apathy toward Municipal Projects and Programmes	Gender Empowerment	x	x	x	x		
Apathy toward Municipal Projects and Programmes	Youth Development	x	x	x	x		
Apathy toward Municipal Projects and Programmes	Elderly Support	x	x	x	x		
Apathy toward Municipal Projects and Programmes	Support to the Disabled		x	x	x		
KEY FOCUS AREA (KFA) 49: Gender, Elderly, Youth and Disabled							
Apathy toward Municipal Projects and Programmes	Support to the disabled	x	x	x	x	x	
KEY FOCUS AREA (KFA) 50: Sustainable Human Settlements (Housing)							
Repair and Upgrade of Rental Stock	Routine Maintenance of Rental Stock	x	x	x	x	x	
Repair and Upgrade of Rental Stock	Repair/Upgrade of Rental Stock	x	x	x	x	x	
Repair and Upgrade of Rental Stock	Paint My Story Project	x	x	x	x	x	
Lack of Transfer/Alienation of Rental Stock to qualifying occupants	Transfer/Alienation of Rental Stock	x	x	x	x	x	
Lack of Eviction Management Planning	Implementation of Eviction Management and Emergency housing plan (re-settlement land)	x	x	x	x	x	
Lack of Emergency Housing Planning	Implementation of Emergency housing plan	x	x	x	x	x	
Lack of Updated Housing Demand Database	Management of Housing Demand Database	x	x	x	x	x	

PROGRAMMES AND INITIATIVES (KPA 7)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 50: Sustainable Human Settlements (Housing)							
Lack of services in informal settlements	Maintenance of services in Informal Settlements	X	X	X	X	X	
Plan and Implement the roll out of UISP (Upgrade of Informal Settlements) projects and emergency housing site	<ul style="list-style-type: none"> - Finalise the appointment of NGO to assist with Social facilitation; - Finalise feasibility reports for 12 identified informal settlements for upgrade; - Implement upgrade of 12 identified settlements; - Complete blocked UISP projects; and - Identify further settlements for upgrade 	X	X	X	X	X	
Implementation and development of affordable housing opportunities	<ul style="list-style-type: none"> - Finalise potential beneficiaries for the Vlakkeland project; - Maintain a database of households with a household income between R3501 - R22 000.00 (GAP Market); and - FLISP awareness campaigns. 		X	X	X	X	
Implementation of Social Housing Projects	<ul style="list-style-type: none"> - Finalise Partnership agreements with SHI's; - Roll out of identified social housing projects within approved restructuring zones 			X	X	X	
Provision of serviced sites	<ul style="list-style-type: none"> - Identify appropriate land for the implementation of serviced site concept; and - Develop a policy on serviced sites 	X	X	X	X	X	
Housing Consumer Education (lack of education and awareness on roles and responsibilities as recipients of houses)	<ul style="list-style-type: none"> - Implementation of housing consumer education and awareness campaigns 	X	X	X	X	X	

PROGRAMMES AND INITIATIVES (KPA 7)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 50: Sustainable Human Settlements (Housing)							
Rural Housing	<ul style="list-style-type: none"> - Finalize the Rural Housing Policy; - Identify sites for possible partnerships within rural areas; and - Finalize the future use of the Nieuwedrift (Helpmekeer) site 	x	x	x	x	x	
Addressing matters in relation to Employer assisted housing	<ul style="list-style-type: none"> - Finalise a Policy for employer assisted housing 	x	x	x	x	x	
Conclusion of old incomplete projects	<ul style="list-style-type: none"> - Implementation of actions to address defective roof in identified projects; - Submission of applications to apply for funding to complete incomplete projects 	x	x	x	x	x	
Human Settlement Planning	<ul style="list-style-type: none"> - Complete Human Settlement Plan and Strategy; - Roll Out recommendations from plan 	x	x	x	x	x	
Informal Settlements management	<ul style="list-style-type: none"> - Appointment of two additional Informal Settlement Officers; - Implementation of standard operating procedures to manage and monitor all informal settlements; and - Establishment of Informal Settlement committees to improve communication and operations 	x	x	x	x	x	
Maintenance of services in informal settlements	<ul style="list-style-type: none"> - Appointment of maintenance contractor by Engineering Services department; and - Implementation of monitoring processes and procedures to assess standard of services delivered by Contractor 	x	x	x	x	x	

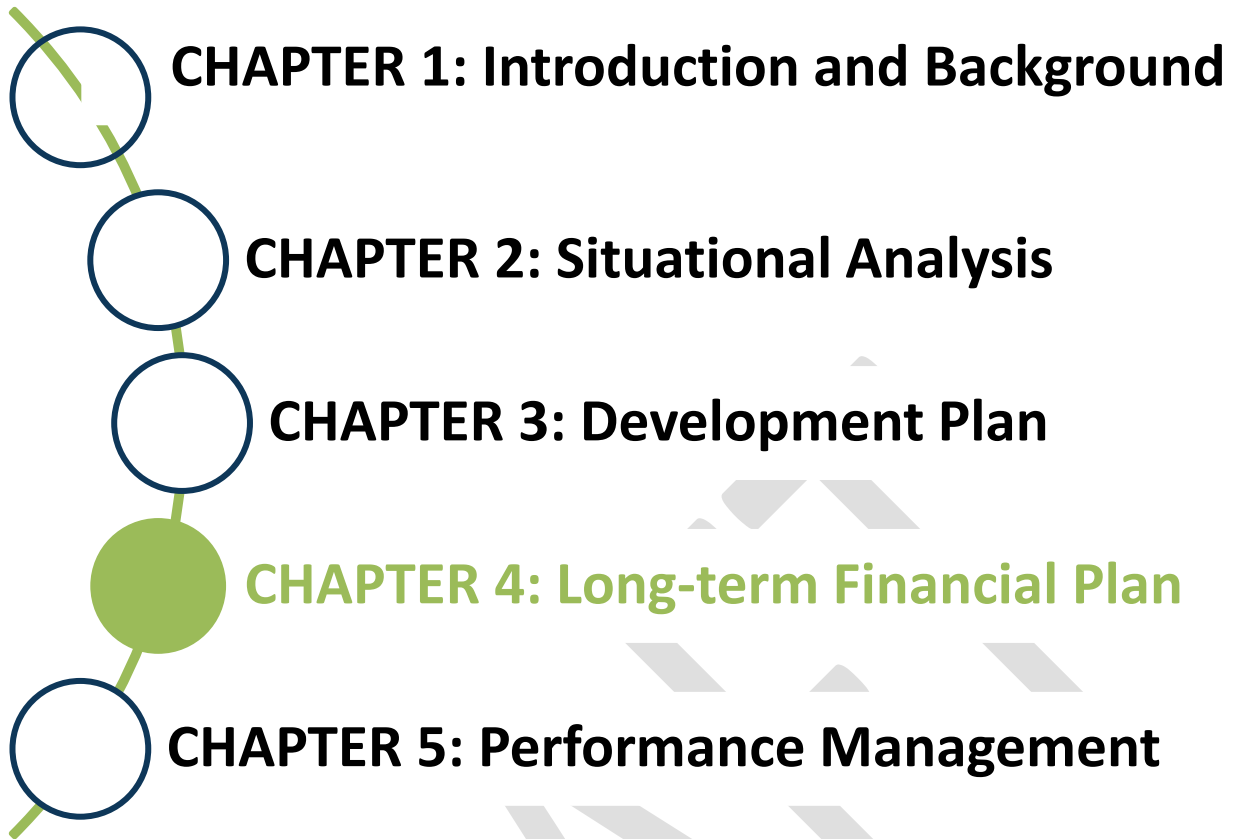
PROGRAMMES AND INITIATIVES (KPA 7)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 50: Sustainable Human Settlements (Housing)							
Maintaining/Update of demand database	- Arrange housing demand update events for all rural areas	x	x	x	x	x	
Eviction Management Planning	- Identification of land for eviction settlement - Development of land for eviction settlement	x	x	x	x	x	
Emergency housing planning and implementation	- Procurement of service provider for emergency housing units - Approval of Temporary Housing policy	x	x	x	x	x	
Repair and Upgrade of Rental Stock	- Identify rental units for major upgrade and implement via contractor (including paint my story project)	x	x	x	x	x	
Alienation/transfer of rental stock to qualifying occupants	- Identifying alienable rental units for transfer and submit report to Council to start transfer processes	x	x	x	x	x	
KEY FOCUS AREA (KFA) 51: Sport, Recreation and Facilities							
Gouda	Ongoing maintenance	x	x	x	x	x	
Saron	Ongoing maintenance	x	x	x	x	x	
Hermon	Ongoing maintenance	x	x	x	x	x	
Antoniesvlei Swimming Pool- baboons, shebeen, staff housing, alien vegetation and swimming pool	Draw up baboon management plan, approach legal wrt shebeen and staff housing, major alien clearing program, upgrade of pool	x	x	x	x	x	
Saron Swimming Pool - chalets and swimming pool	Legal to deal with evictees in chalets, upgrade pool	x	x	x	x	x	
Orleans Spray Park - maintenance	Draw up sustainable maintenance plan	x	x				
Sport Forum/Council	Finalization of MOU	x	x				
Faure Street Stadium	Ongoing maintenance	x	x	x	x	x	
KEY FOCUS AREA (KFA) 52: Arts and Culture							
Support from Council for funding of Arts and Culture forum.	Support from Provincial Government and social investment partners	x	x	x	x	x	

PROGRAMMES AND INITIATIVES (KPA 7)							
Issues/Challenges	Action	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Wards
KEY FOCUS AREA (KFA) 53: Libraries							
	House of Learning	x	x				
Need to develop reading, increase information literacy and focus on social awareness	Municipal-wide Program to develop reading, increase information literacy and focus on social awareness	x	x	x	x	x	
Insufficient space for Rural libraries	Set up containerised library in Wagenmakers Valley		x				
Insufficient space for Rural Libraries	Set up containerised library Nieuwedrift Valley			x			
Insufficient space for Rural Libraries	Set up containerised library Groenberg				x		
KEY FOCUS AREA (KFA) 54: Cemeteries and Crematoria							
Bosman Street Cemetery - Alien Clearing	Major alien clearing operation	x	x				
Hermon Cemetery - Drainage	Appoint consultant to draw up professional plans and implement	x	x				
Gouda Cemetery - Maintenance	Appoint Maintenance Contractor	x	x				
Saron Cemetery - Maintenance	Appoint Maintenance Contractor	x	x				

CAPITAL PROJECTS (KPA 7)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 50: Sustainable Human Settlements (Housing)							
Planning and Implementation of New Housing Opportunities (BNG Housing)	Key Pipeline Projects: <ul style="list-style-type: none"> - Continue Implementation of Vlakkeland Catalytic Project; - Complete Planning of Simondium, Paarl East, Erf 557 and Saron IRDP projects; - Finalize project pipeline with Provincial Human Settlements. 	R 17,000,000 (grant)	R 17,000,000 (grant)	R 17,000,000 (grant)	R 17,000,000 (grant)	R 17,000,000 (grant)	
KEY FOCUS AREA (KFA) 51: Sport, Recreation and Facilities							
SPORT, RECREATION & FACILITIES							
Need for new facilities	De Kraal: Construction of rugby fields, netball courts, cricket fields, clubhouse, parameter fencing.	R5,000,000		R 4,000,000	R 6,000,000		
Aging Infrastructure	Installation of spectator stands, parameter wall, ticket office and upgrade of change rooms		R 2,500,000				
Aging Infrastructure	Weltevrede: Upgrade of fields, upgrade of cricket clubhouse		R1,000,000	R1,000,000	R1,000,000		
Aging Infrastructure	Pelikaan: Upgrade to clubhouse, ablutions, ticket office, field			R1,500,000	R1,500,000		
Aging Infrastructure	Parys Sport Fields: Upgrade to change rooms and player seating area			R500,000			
Aging Infrastructure and need for new infrastructure	Orleans Sport Field: Construction of turf wicket, Re-turf of field, installation of underground cabling, upgrade of parameter fencing, upgrade to clubhouse		R1,000,000	R500,000			
Aging Infrastructure	Mbekweni Sports Field: Re-turf of sports field, upgrade of basketball court		R250,000				
Aging Infrastructure	Huguenot Tennis: Upgrade of tennis courts and parameter wall		R3,500,000 (IUDG)	R1,500,000			

CAPITAL PROJECTS (KPA 7)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 51: Sport, Recreation and Facilities							
SPORT, RECREATION & FACILITIES							
Aging Infrastructure	Pentz Street Swimming Pool: Upgrading of aged infrastructure (Pipes, filters) Tender COMP9/2018		R 500,000	R500,000			
Aging Infrastructure	Pen Basson: Upgrade of sight screens		R500,000				
Aging Infrastructure	Drakenstein Swimming Pool: Upgrading of aged infrastructure (Pipes, filters) Tender COMP9/2018		R1,000,000	R1,000,000			
Aging Infrastructure	Mbekweni Swimming Pool: Upgrade of motors and structural repairs Tender COMP9/2018		R300,000				
Aging Infrastructure	Faure Street Swimming Pool: Upgrade of swimming pool aged filters and pipes Tender COMP9/2018		R2,000,000				
Aging Infrastructure	Weltevrede Swimming Pool: Total overhaul of the pool pipes Tender COMP9/2018		R1,800,000				
Aging Infrastructure	Dal Josaphat Stadium: Upgrade of netball courts Installation of fencing Installation of high mast lighting	R15,000,000 (IUDG)					
Aging Infrastructure	Boy Louw Sports Facility: Installation of irrigation Installation of parameter fence		R4,500,000	R1,500,000			
KEY FOCUS AREA (KFA) 53: Libraries							
LIBRARIES							
Aging Infrastructure	Wellington Library: Upgrade of Library - insufficient space		R850,000	R850,000			
New Library Building	Build Library for the Chicago Community				R7,500,000	R1,500,000	

CAPITAL PROJECTS (KPA 7)							
Issues/Challenges	Project Description	2020/21	2021/22	2022/23	2023/24	2024/25	Wards
KEY FOCUS AREA (KFA) 54: Cemeteries and Crematoria							
CEMETERIES							
Parys Cemetery - Alien clearing, destitute invading and maintenance	Install cameras, lights and fencing clear alien vegetation		R 1,000,00 0				
Klein Parys Cemetery - Alien clearing, destitute invading and maintenance	Install cameras, lights and fencing		R 1,000,00 0				
Simondium Cemetery - Shacks on graves, staff housing occupied by private citizens and vandalism - maintenance	Install fencing, signage and lights		R500,000				
Dal Josaphat Cemetery - Vandalism of fencing and encroachment of shacks and maintenance	Install fence, lights, camera and signage		R2,000,0 00	R1,000, 000			
Hout Street Cemetery - Fencing burned down and signs stolen	Install fencing, lights and signage		R 500,000				
Hillcrest Cemetery - Vandalism	Installation of fencing, lights and signage		R 500,000				
Champagne Cemetery - Vandalism	Installation of fencing, lights and signage		R1,000,0 00				
Bloekomlaan Cemetery - Vandalism	Installation of fencing, lights and signage		R 3,500,00 0	R1,000, 000			
Voor Street Cemetery - Vandalism	Installation of fencing, lights and signage		R2,500,0 00				



LONG-TERM FINANCIAL PLAN

4. CHAPTER 4 INTRODUCTION

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Drakenstein Municipality. The Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively, without eroding its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

This plan will also focus on the expansion of Drakenstein's revenue sources in relation to its costs to ensure that the Municipality stays a financially viable and sustainable going concern. Drakenstein must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 5 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

Budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only need to cover a planning period of the next financial year and the two outer financial years thereafter. However, the MTREF and the multi-year sustainable financial plan will cover key budget focus areas over the next five years and the LTREF (Long term revenue and expenditure framework) even longer. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on key focus areas consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding, the Prioritisation Model for Capital Asset Investment, long-term financial sustainability ratios and a concluding statement.

4.1 KEY INFLUENCES AND RISKS

This Long-Term Financial Plan (LTFP) generates information which is used to guide decisions about Council operations into the future. However, as with any long-term plan, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into two main categories:

4.1.1 External Influences – items outside of the Municipality's control:

(a) Unforeseen political and economic changes or circumstances such as:

- Interest rates fluctuations;
- Localised economic growth through residential development and new business;
- Consumer Price Index;
- Changes in levels of grant funding;
- Changes to tariffs and levies and their conditions (eg Eskom bulk tariff increases);
- Availability of essential resources such as fuel, electricity and water;
- Community needs and expectations; and
- A change in the level of legislative compliance.

(b) Variable climatic conditions such as:

- Flooding;
- Fires; and
- Drought.

4.1.2 Internal Influences – items that the Municipality can control:

- Agreed service level review outcomes;
- Infrastructure asset management;
- Rates and other tariff increases;
- Performance management;
- Efficiencies in service delivery and administrative support; and
- Salaries and wages (vacancy rate).

4.2 FINANCIAL FRAMEWORK

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health and financial sustainability benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. Drakenstein can be categorised as a developing or growing municipality simply because Drakenstein is the economic hub of the Cape Winelands District.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality. This financial plan and related strategies will need to address a number of key focus areas in order to achieve this goal. The areas which have been identified are discussed below.

4.2.1 Revenue adequacy and certainty

It is essential that Drakenstein has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue. The latest DoRA has laid out the level of funding from National Government that will be received for the 2020/2021 to 2022/2023 financial years.

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the development phase that the Municipality is in. Knowledge of the sources of funding will illustrate the Municipality's position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

From an independent study conducted in 2015/2016 (and the subsequent review thereof in March 2017) on the long-term financial planning of Drakenstein, the risk to generate own municipal revenues (excluding grants), within the socio-economic environment in which Drakenstein operates, was identified as "high" per the study undertaker's own municipal revenue risk indicator, largely due to the relatively high unemployment rate within the region. The recommendation of this study to lower this risk includes the safeguarding of existing revenue sources and the increase in future revenues by more than the CPI growth rate. It was recommended

that the increase in future revenues be achieved by a combination of increased sales, increase in tariffs and new revenue sources through the increase of its tax base.

It is for this reason that the Municipality embarked on the high capital investment approach between 2016/2017 and 2018/2019 as described in paragraph 4.9 later in this chapter.

4.2.2 Cash/liquidity position

Cash and cash management is vital for the short-, medium- and long-term survival and good management of an organisation. This is also the case with Drakenstein Municipality. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are:

- The **current ratio**, which expresses the current assets as a proportion to current liabilities. A current ratio between one point five and two to one (1.5-2:1) is acceptable and considered to be very healthy in terms of the National Treasury Guidelines. Drakenstein's current ratio as at 30 June 2017 was 1.24:1; as at 30 June 2018 decreased to 0.95:1; and, as at 30 June 2019 decreased to 0.61:1. The restructuring of loans and the accompanied payment holidays, resulted in an increase of the current ratio to 0.74:1 as at 31 December 2019. The restructuring of loans will enable the Municipality to produce yearly operating cash surpluses to improve our cash back reserves position by the end of 2024/2025.
- The **debtors' turnover ratio**, which have a great impact on the liquidity of the Municipality, decreased to 60.2 days at 30 June 2019 compared to the 77.1 days as at 30 June 2018 and 65.2 days as at 30 June 2017. The **debtors' turnover ratio** (before considering the provision for impairment) at 29 February 2020 stood at 67.7 days, indicating that the targeted number of below 70 days will again be reached by 30 June 2020. Over the medium- and long-term the Municipality will attempt to decrease the debtors' turnover ratio to 65 days at the end of the 2020/2021 financial year, and to 64 days, 63 days, 62 days and 61 days at the end of the 2021/2022, 2022/2023, 2023/2024 and 2024/2025 financial years respectively.

The **debtor's turnover ratio** (after provisions for bad debt impairment) decreased to 44.3 days as at 30 June 2019 compared to the 47.8 days as at 30 June 2018 and 38.5 days as at 30 June 2017. At 29 February 2020 this ratio stood at 53.3 days, which is normal for that time of a financial year, indicating that the Municipality is on track to achieve the target of 45 days by 30 June 2020. Over the medium- and long-term the Municipality will attempt to decrease the debtors' turnover ratio (after provisions for bad debt impairment) to about 42 days over the MTREF period ending on 30 June 2025.

The "acceptable" norm is 30 days as per MFMA Circular 71. This norm cannot be met and should be at least 45 days due to current credit control legislation requiring certain notification actions from a municipality before the electricity supply to a consumer may be disconnected to enforce reaction from a consumer in arrears. Going the legal route to recover outstanding arrears cannot be done within 30 days. It is an unreasonable norm.

- The **revenue collection rate** which largely determines if the Municipality remains a going concern. Drakenstein will endeavour over the short-, medium- and long-term to collect \pm 97% of its billed revenue. Based on previous year's collection rates and an expected collection rate of 97% for the 2020/2021 financial year, a provision for bad debt impairment of 2.6% of expected billed revenue had

been made. For each of the four outgoing years of the MTREF a provision of 2.6% has been made, as well as the last five years of the LTREF (2025/2026 – 2029/2030). The majority of debt older than 90 days has been provided for and the writing-off of irrecoverable debt of all indigent households and the incentives in the Writing-Off of Irrecoverable Debt Policy will reduce the debtor's turnover ratio over the short- and medium-term.

4.2.3 Sustainability

Drakenstein needs to ensure that its operating budget is balanced and cash-funded through realistically anticipated revenue to be received/collected to cover operating expenditure. As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households, which are too poor to pay for even a portion of their basic services, at least have access to these basic services; there is a need for the subsidisation of these households through an indigent support subsidy.

The operating budget should also generate reasonable and sustainable cash surpluses to assist with the financing of capital budget expenditure since Drakenstein infinitely cannot continue to finance capital projects with external borrowings. Net financial liabilities (total liabilities less current assets) as a percentage of total operating revenue (capital items excluded) should be below acceptable target levels to ensure long-term financial sustainability. Current assets should be maintained and renewed or replaced in time to ensure that services are rendered at the desired quality levels over the long-term. For this purpose, a Long-Term Financial Sustainability Policy with three critical financial sustainability ratios was developed. This policy will be discussed in more detail in paragraph 4.13 below.

4.2.4 Effective and efficient use of resources

In an environment of limited resources, it is essential that the Municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services. It is therefore imperative for the operating budget to be compiled on the zero-base budget approach to eliminate any "fat" usually built in a budget with an incremental approach.

4.2.5 Accountability, transparency and good governance

The Municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions should be open to public scrutiny and public participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within acceptable time-frames.

4.2.6 Equity and redistribution

The Municipality must treat people fairly and justly when it comes to the provision of services. In the same way the Municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The "equitable share" from national government will be used primarily for targeted subsidies to poorer households. In addition, the Municipality will continue to cross-subsidise between high- and low-income consumers within a specific service or between services. Unfunded and underfunded

mandates remain a financial burden to Drakenstein's customer base due to national and provincial transfers not following the functions that Drakenstein perform on behalf of national and provincial government.

4.2.7 Development and investment

In order to deal effectively with backlogs in services, there is a need for the Municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies should encourage the maximum degree of private sector investment.

4.2.8 Macro-economic investment

As the Municipality plays a significant role in the Cape Winelands District Area, it is essential that it operates efficiently within the national and provincial macro-economic framework. Drakenstein's financial and developmental activities should therefore support national and provincial fiscal policy.

4.2.9 External Borrowing

etcetera) provides an additional instrument to access financial resources. However, the Municipality may not borrow to balance its operating budget and to finance any operating expenditure.

The Municipality has, due to residential and business growth pressures, invested significantly in bulk and other infrastructure over the last decade, mainly funding these investments from external loans. This was done based on residential and business growth expectations and the envisaged growth in the tax base to assist with the repayment of these external loans. Due to the slowdown of the economy, residential developments are taking place at a slower rate than assumed five years ago and the interest and redemption repayments was starting to strangle the current tax base. For this reason the Municipality decided to restructure its existing loans and extend existing repayment terms of the ten year external loans with new refinancing loan agreements for up to 17.5 years.

Safeguards needs to be put in place to ensure that the Municipality borrows in a responsible way going forward. In order to have access to this market, the Municipality will need to have more accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash reserves to honour repayment commitments.

The manner in which the Municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the Municipality. Drakenstein aims at a maximum borrowing level of external loans that will not exceed 50% of the total operating revenue (capital grants excluded) over the medium-term. The Municipality is thus cautious not to over borrow in the medium to long term.

Borrowings will be discussed in more detail in paragraph 4.11.1 below.

4.3 FINANCIAL STRATEGIES

With the above framework as a background, strategies and programmes have been identified and form part of this Long-Term Financial Plan to achieve the desired objective and that is the financial viability and sustainability of the Municipality.

The Municipality has introduced a revenue management, expenditure management and cost containment programme under the leadership of the City Manager to raise and collect all revenue due to the municipality. Included in this programme is a focus on expenditure management and cost containment to ensure that available resources are optimised for quality service delivery.

4.3.1 Revenue raising strategies

The following are some of the more significant programmes that have been identified:

- The implementation of the new Credit Control and Debt Collection Policy and Indigent Support Policy. These policies and the relevant procedures detail all areas of customer care, credit control, indigent support and debt collection of the amounts billed to customers, including procedures for non-payment, etcetera. These policies also defines the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.
- The implementation of the reviewed Tariff Policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.
- The implementation of the reviewed Property Rates Policy. This policy ensures that fair differential rates and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the Municipality's records. Furthermore, the policy will ensure that valuations are systematically carried out on a regular basis for all properties.
- The implementation of the reviewed Writing-Off of Irrecoverable Debt Policy with special incentives to encourage outstanding debtors to pay a certain percentage of their outstanding debt and the Municipality to write-off a certain percentage of outstanding debt in terms of the approved policy.
- The review and implementation of an improved Payment Strategy. This strategy aims at implementing innovative cost-effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems. It includes a revenue protection unit that implement and see to it that credit control actions in terms of Council's policies are enforced vigorously to improve payment percentage levels.
- The implementation of revenue enhancement strategies to ensure that all the properties in Drakenstein Municipality are levied all the required services. These strategies will ensure that revenue gaps are closed and that the municipality bills consumers for all services rendered.

In addition to the above, the revenue management programme under the leadership of the City Manager aims to raise and collect all revenue due to the municipality and has the following as focus areas:

- **Property rates:** Monitoring the compilation of the 2021/2022 - 2024/2025 general and supplementary valuation rolls, by the appointed independent valuer.
- **Electricity revenue:** Investigate the impact of consumers going “off-grid” on the electricity revenue and mitigating actions to reduce the effect on the revenue stream.
- **Water revenue:** Investigate what measures can be implemented to curb water wastage in informal settlements as well as to reduce the high kiloliters consumed by indigent households.
- **Sanitation revenue:** Investigate the tariff structure, as the base on which the tariff is calculated (i.e. number of toilets/urinals) are open to error due to a lack of credible information (i.e. human error, building plans outdated/non-existent, illegal toilets installed).
- **Refuse removal revenue:** Investigate the tariff structure of multiple removals per week – revenue versus cost of providing service.
- **Housing rental:** Review of the base on which rentals are calculated, as unequal rent is currently levied.
- **Integration of GIS and Solar (financial system):** Report on the integration of GIS, spatial planning and SOLAR (financial system)
- **Traffic fines:** Two officials appointed by the service provider. Roadblocks are held on a regular basis. Sixteen moveable cameras are operational and installed. Monthly report on the monetary value of budgeted traffic fines revenue, actual traffic fines issued and actual cash received. Report of municipal officials and councillors with outstanding traffic fines. Report on officials driving municipal vehicles with outstanding traffic fines.
- **Funding options (Grants):** Investigate the possibility to obtain grants/funds from Provincial Government and other sources.
- **Optic fibre project:** Consider the implementation of a 5th utility in the form of an optic fibre service.
- **Saron debtors – Project plan:** Investigate alternative credit control measures in areas such as Saron, where traditional credit control measures, such as the blocking of pre-paid electricity, is not available.
- **Transfer of rental stock:** Investigate and obtain public participation into the transfer of rental stock to lessees.
- **Utilisation/alienation of land and buildings:** Identify sites not required for basic services to be sold.

4.3.2 Expenditure management and cost containment

The expenditure management and cost containment programme under the leadership of the City Manager focuses on the following expenditure and cost containment aspects to ensure that available resources are optimised for quality service delivery:

- **Fleet management/vehicle hire/mechanical workshop: Actions include:**
 - (a) Monthly monitoring and reporting on the vehicles in the workshop for repair per department/division;
 - (b) Monthly monitoring and reporting on the Top 10 drivers with driver behaviour offences (CTrack) and discussion of driver behaviour with applicable drivers where required. Disciplinary action will be taken against drivers not using their municipal vehicle tags;
 - (c) Monthly reporting on driver accidents per department for the last twelve months;
 - (d) The investigation of rental of vehicles through the WC Department of Transport and Public Works: Government Motor Transport (GMT);
 - (e) Discussions with Northlink College to implement an apprenticeship programme for mechanics; and
 - (f) Identification of vehicles that are uneconomical to repair to be auctioned.
- **Fuel and tyre management: Actions include:**
 - (a) Monitoring of the monthly expenditure report on petrol/diesel/tyres; and
 - (b) Considering the moving of the fuel tanks (new fuel tanks to be installed at the new municipal stores site opposite the mechanical workshop) versus the procurement of fuel from private entrepreneurs or e-fuel system.
- **Stores issues:** This includes an investigation by the Stores Task Team (STT) on how the stores system will be decentralised and if organisational structure changes are needed.
- **Office furniture and equipment:** This includes monitoring that no additional furniture will be purchased, but rather that broken furniture should be repaired and re-used.
- **Telephone expenditure:** This includes reporting on a detailed level on telephone expenditure per department and per employee.
- **Photocopy expenditure: Actions include:**
 - (a) Monthly monitoring and reporting of budgeted and actual photocopy expenditure; and
 - (b) Placing of a moratorium on the leasing of photocopier machines.
- **Security services: Actions include:**
 - (a) Monthly monitoring and reporting on budgeted and actual security services expenditure;
 - (b) Implementation of alarm systems versus the reduction of armed bodies (security guards); and
 - (c) Extra security measures includes beams, panic buttons etcetera;

- (d) **Overtime:** This includes monthly monitoring and reporting on overtime;
- (e) **Standby allowances:** This includes monthly monitoring and reporting on standby allowances;
- (f) **Catering/refreshments:** This includes the review of budgeted funds for catering and refreshments;
- (g) **Events:** This includes reducing event expenditure and rather providing in-kind support to events;
- (h) **Consultants:** This includes monthly monitoring and reporting on budgeted and actual consultants' expenditure;
- (i) **Rehabilitation/development of landfill sites:** This includes an investigation into the rehabilitation of landfill sites through development initiatives; and
- (j) **External leasing of properties:** This includes an investigation into the renewal of properties to lease to reduce property lease expenditure.

4.3.3 Asset management strategies and programmes

The municipality's Asset Management Committee (AMC) has selected certain initial priority key focus areas, based on self-assessment of Drakenstein Municipality's current asset management "maturity". These focus areas are:

- **Strategy management:** The AMC will oversee the implementation of an Asset Management Strategy, the Asset Management Policy, Asset Maintenance Policy and master plans.
- **Information management:** This includes investigations and procedures towards implementation of an appropriate Integrated Asset Management System software to maintain a register of physical assets, to interface with the financial management system for all financial and organisational data processing, as well as to store spatial data of all assets or interface with the Geographic Information System.
- **Technical information:** A detailed, hierarchically structured register will be compiled and maintained for all physical assets, with their important attributes listed. This register will be synchronised with the financial assets data to ensure alignment and be kept up to date with any movement, addition or removal of physical assets.
- **Organisation and development:** It is envisaged that Drakenstein Municipality's management shall develop and/or participate in the development and implementation of systems and processes to ensure that their staff have the necessary skills and competencies for the healthy, safe, environmentally-friendly and cost-effective management of physical assets.
- **Work planning and control:** The Municipality aim to utilise the Integrated Asset Management System software for all maintenance work planning and control activities. This will be done according to the formal business processes to be developed.

- **Life cycle management:** It is envisaged that Drakenstein Municipality, through the AMC (including sub-committees), the relevant Departments/Divisions and the Financial Services Department will apply life-cycle management of municipal assets by establishing procedures and processes such as:
 - (a) Making recommendations in conjunction with the line managers at the various areas regarding the long-term replacement plan and the verification of replacement decisions;
 - (b) Preparing detailed specifications and cost justifications for the acquisition of new equipment;
 - (c) Managing the decommissioning of old equipment in a manner to ensure maximum financial benefit, minimal operational disruption and minimal environmental damage; and
 - (d) Including life-cycle cost estimates in the design process for all new projects.

Drakenstein Municipality also considers risk management to be a key component for its business continuity and will devote the required effort and resources to ensure that the risks faced by the organisation in the course of its business activities, are appropriately identified, measured, evaluated and managed. The Municipality applies control and safeguards to ensure that assets are protected against improper use, loss, theft, malicious damage or accidental damage. The existence of assets is physically verified from time-to-time, and measures adopted to control their use. Significant assets are insured in accordance with the municipality's approved Insurance Management Policy. All insured assets are handled in terms of the Insurance Management Policy as agreed with the appointed Insurance Brokers.

4.3.4 Other financial management strategies and programmes

The following are some of the more significant programmes that have been identified:

- The on-going review of the computerised financial accounting system (SOLAR) and the post-implementation review of the municipal Standard Chart of Accounts (mSCOA).
- Integration of all computerised systems and acquisition of hardware and software required. The integration of computerised systems and acquisition of the required hardware and software within the Municipality to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the Municipality.
- Development of an mSCOA compliant Medium-Term Revenue and Expenditure Framework (MTREF) Budget.
- Develop and implement a uniform budget reporting framework compliant with National Treasury's Municipal Budget and Reporting Regulations. Implementation of a budget module on the financial system.
- Review and update asset, budget and accounting policies and procedures.
- Training and development of financial and other staff. The aim of this project will be to ensure that the financial and other staff members receive the training they require to ensure a cost-effective and efficient service to the Municipality and its customers.

- Enhance budgetary controls and timeliness of financial data. Building the capacity of the Budget and Treasury Office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances.

4.3.5 Capital financing strategies and programmes

The following are some of the more significant programmes that have been identified:

- The monitoring of the Borrowing Policy. This policy ensures that any external borrowings taken up by the Municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
- The development and implementation of a policy for accessing alternate finance (including donor finance), specifically seen in the current situation where a moratorium has been placed on the municipality to enter into any long-term debt until 2024/2025. Also refer to the discussion on grant funding in section 4.11.2.
- The monitoring of the reviewed Prioritisation Model for Capital Assets Investment Policy for the prioritisation of capital projects to be implemented with scarce available financial resources that will have the biggest impact in improving the quality of life of Drakenstein's customer base. Implementation and monitoring of the capital prioritisation & monitoring software programme and database with all identified needs costed and linked to a ward or an area of the Municipality. It needs to be noted at this stage that national and provincial government programmes and grant funding often influences the capital investment programme of Drakenstein. This is something that the Municipality has little control over.

4.4 FINANCIAL POLICIES

4.4.1 General financial philosophy

The financial philosophy of Drakenstein is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Drakenstein.

It is the goal of the Municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the Municipality's infrastructure; to manage the Municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and, to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the Municipality have to develop financial policies that support the above. Drakenstein's financial policies shall also address the following fiscal goals:

- To keep the Municipality in a fiscally sound position in both the long- and short-term;

- To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- To apply credit control policies which maximise collection while providing relief to the indigent;
- To implement credit control policies that recognise the basic policy of customer care and convenience;
- To operate utilities in a responsive and fiscally sound manner;
- To maintain and protect existing infrastructure and capital assets;
- To provide a framework for the prudent use of debt financing; and
- To direct the Municipality's financial resources toward meeting the goals of the Municipality's Integrated Development Plan (IDP).

4.4.2 Budget-related policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result, if needed, in a Revised Budget. These principles are embedded in the **Budget and Management Oversight Policy**.

The **Virement Policy** allows the City Manager and his administration to transfer funds from one vote to another vote within policy directives to improve effective and efficient service delivery.

Adequate maintenance and replacement of the Municipality's assets (property, plant and equipment) will be provided for in the annual budget as far as funding is available. It will be informed by Council's **Asset Management Policies**.

The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have revenue plans based on realistically anticipated revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages. More about this when the revenue raising policies are discussed in paragraph 4.5.4 below.

4.4.3 Capital infrastructure investment policies

The Municipality has established and implemented a comprehensive ten-year Capital Expenditure Framework (CEF). The CEF will be updated annually and could be extended to even twenty years to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and coordinated manner. This will include bulk and internal services for human settlement programmes. A comprehensive ten-year CEF will be compiled for the 2020/2021 financial year to be approved by Council.

An annual capital investment budget will be developed and adopted by the Drakenstein Municipality as part of the annual budget. The Municipality make all capital improvements in accordance with the CEF and IDP. This is done based on the developed Prioritisation Model for Capital Assets Investment Policy. Drakenstein also has a **Developer Contribution Policy** aimed to generate additional funding from developers to assist in the upgrading of bulk infrastructure services.

Un-expensed capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding and approved external loans. Routine capital needs will be financed from current revenues (Capital Replacement Reserve) as opposed to the issuance of long-term debt. The Municipality will maintain all assets at a level adequate to protect the Municipality's capital investment and to minimise future maintenance and replacement costs.

4.4.4 Revenue policies

The Municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically anticipated revenue to be collected. The Municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. Drakenstein will set fees and user charges at a level that fully supports the total direct (primary) and indirect (secondary) costs of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles are embedded in the reviewed **Tariff Policy**.

Drakenstein will implement and maintain a property valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the **Property Rates Policy**.

The Municipality will continue to identify and pursue grants and appropriations from province, central government and other agencies that are consistent with the Municipality's goals and strategic plan and to eradicate unfunded and underfunded mandates.

4.4.5 Credit control policies and procedures

Drakenstein will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose, the **Credit Control and Debt Collection Policy** and the **Indigent Support Policy** was developed and reviewed. Currently as at 29 February 2020, households owe 62.0% of outstanding service charges and property rates (VAT included) compared with the 72.3% as at 30 June 2019 (of which 77.4% was considered recoverable). Therefore, the **Writing-off of Irrecoverable Debt Policy** with incentives was developed to reduce the outstanding debt with the aim to get households and other consumers out of their spiral of debt over the next three financial years. It seems that this approach is working slowly but surely as more and more household customers' starts using these incentives.

4.4.6 Supply chain management

The **Supply Chain Management Policy** will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost-effective way. It includes the disposal of goods or assets not needed anymore for basic service delivery and it must be read in conjunction with Council's **Assets Transfer Policy**.

Contract management was a focus area in the past financial years and will receive even more attention during 2020/2021 after the establishment of a Contract Management Unit during 2018/2019. This unit will ensure that contracts awarded to service providers to render services are managed and monitored appropriately.

4.4.7 Investment policies

In terms of Section 13(2) of the Municipal Finance Management Act each Municipality must establish an appropriate and effective **Cash Management and Investment Policy**. Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds.

The preservation of principal is the foremost objective of the investment program. Drakenstein will continue the current cash management and investment practices, which are designed to emphasise safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third. These principles are embedded in the **Cash Management and Investment Policy** of Council.

4.4.8 Debt management policies

Drakenstein shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues or other sources. Long-term borrowing will be used to finance capital improvements as approved in the Municipality's CEF. Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project. The Municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialised types of equipment, or other capital improvements. All these principles are embedded in the **Borrowing Policy** of Council.

4.4.9 Asset management policies

The objective of the Asset Management Policies is to define the asset management intent of Drakenstein, including the life-cycle management, accounting and administrative policies and procedures relating to physical assets (immoveable and movable assets) and computer software (intangible assets) of Drakenstein Municipality. The principles and policy statements are embedded in the **Asset Management Policy (AMP)** and **Financial Asset Management Policy (FAMP)** of Council.

4.4.10 Long-term financial sustainability policy

Financial sustainability over the long-term has to do with the maintenance of high priority expenditure programs, both operating and capital, to ensure program sustainability and desired quality of services to be rendered. There must also be rates and service charges stability and predictability in the overall rate burden by ensuring reasonable rates and service charges to fund programs. Fair sharing in the distribution of council resources and the attendant taxation between current and future ratepayers (intergenerational equity) must also be promoted to ensure that the current generation are not over-burdened for the use of infrastructure by future generations – in other words sound long-term financial management. Based on the above three elements financial sustainability by Drakenstein is defined as follows:

*“Drakenstein’s **long-term financial performance** and **financial position** is **sustainable** where **long-term planning** and **budgeting** as well as **infrastructure levels** and **standards** are met **without any substantial unplanned increases** in **property rates** and **service charges** or **inconvenient disruptive cuts** to **services**”*

Three key financial indicators or ratios were developed to influence long-term financial sustainability planning and budgeting. They are:

- An **operating surplus ratio** to influence financial performance planning and budgeting;
- A **net financial liabilities ratio** to influence financial position planning and budgeting; and
- An **asset sustainability ratio** to influence asset management performance planning and budgeting.

The entire above-mentioned are embedded in the developed **Long-Term Financial Sustainability Policy** approved by Council.

4.4.11 Cost Containment Policy

The object of the Cost Containment Policy, in line with the MFMA and the Cost Containment Regulations, is to ensure that resources of Drakenstein Municipality are used effectively, efficiently and economically by implementing cost containment measures.

The Policy provides for the application of principles, as defined in the Cost Containment Regulations, to Drakenstein Municipality and is applicable to all officials and political office bearers. Included in the **Cost Containment Policy** are guidelines with regard to:

- Use of consultants;
- Vehicles used for political office bearers;
- Travel and subsistence;
- Domestic accommodation;
- Use of credit cards;
- Sponsorships, events and catering;
- Communication;
- Conferences, meetings and study tours; and
- Other related expenditure items.

4.4.12 Accounting policies

The principles on which Drakenstein operate with regard to the presentation, treatment and disclosure of financial information forms part of the **Accounting Policy** adopted in the compiled yearly annual financial statements.

4.5 BUDGET ASSUMPTIONS

Drakenstein Municipality has prepared its financial plans and forecast on the basis of sound historical income and expenditure trends, and based upon latest forecasts and knowledge to date. Future years forecasts are neither worst case scenario, or overly optimistic, and as such it is seen as little value to artificially revise these estimates to create a significant negative or positive variance that is not anticipated, as this could simply be misleading to the reader of this LTFP.

In the table below the LTREF budget projection issues are depicted with the current financial year actual percentage increases and the assumed next ten financial year's increases. Key assumptions relating to the LTREF Budget includes the following:

- National government grants for the years 2020/2021 to 2022/2023 are as per the Division of Revenue Bill (DoRB). For years four to ten estimated increases in terms of the year-on-year increase patterns were used where appropriate;
- Provincial government grants for the years 2020/2021 to 2022/2023 are as promulgated in the Provincial Gazette. For years four to ten estimated increases in terms of the year-on-year increase patterns were used where appropriate;
- The headline inflation rate (consumer price index or CPI) was 4.7% for the 2018/2019 financial year and is estimated at 4.1% for the 2019/2020 financial year. The estimated CPI for the 2020/2021 financial year is 4.5% and for the next two indicative financial years at 4.6% (2021/2022) and 4.6% (2022/2023) respectively (National Treasury MFMA Circular No 99 dated 9 March 2020). For years four to ten the CPI has been estimated at 4.6% for each year;
- The South African Local Government Bargaining Council (SALGBC) determines the cost-of-living increases by mutual agreement between the employer and the unions. A three (3) year wage agreement was concluded on 15 August 2018 providing guidance for the period 1 July 2018 to 30 June 2021. This agreement prescribes the use of the projected CPI increase for the 2020 period plus 1.25% for the 2020/2021 financial year. The 2020/2021 financial year is the last year of the current agreement and a new agreement will have to be negotiated. For years four to ten estimations were made by using the same principle. It needs to be noted that these kind of cost of living increases will not be sustainable in future years;
- Bulk electricity purchases increased with 9.41% for the 2019/2020 financial year compared with the budgeted and estimated 6.9% for the 2020/2021 financial year;
- Bulk water purchases increased with 17.90% for the 2019/2020 financial year. The impact on Drakenstein Municipality was not that big due to the amount of discounted litres of water that we are contractually entitled to before we start to pay based on the increased tariff. An increase of 5% is included for the 2020/2021 financial year with an estimated 5.00% for the four outer years. It should be noted that due to water restrictions, the percentage tariff increase on bulk purchases for water is dependent on the relevant restriction level as well;
- Property rates revenue increased with 8.2% for the 2019/2020 financial year. Provision has been made for a property rates revenue increase of 7.5% for the 2020/2021 financial year and 7.5% for the next nine outgoing years;
- Electricity revenue for life line consumers (poor households) increased with 13.93% for the 2019/2020 financial year. Budgeted electricity revenue for life line consumers' increase with 6.43% (first 400 kWh) and with 2.41% (consumption above 400 kWh) for the 2020/2021 financial year. Due to a lack of direction from National Treasury and NERSA a forecasted amount was used to budget for the next nine outgoing years;
- Electricity revenue for other domestic consumers increased with 13.93% for the 2019/2020 financial year. Budgeted electricity revenue for other domestic consumers' increase with 4.90% for the 2020/2021 financial year. The lower than 6.43% increase is due to a request from NERSA to increase

other domestic consumers' tariffs at a lower percentage. Due to a lack of direction from National Treasury and NERSA a forecasted amount was used to budget for the next nine outgoing years;

- Electricity revenue for all other consumers increased with 13.93% for the 2019/2020 financial year. Budgeted electricity revenue for all other consumers' increase with 6.43% for the 2020/2021 financial year. Due to a lack of direction from National Treasury and NERSA a forecasted amount was used to budget for the next nine outgoing years;
- Water revenue increased with 6.0% for the 2019/2020 financial year. Budgeted water revenue increase with 6.9%, for the 2020/2021 financial year and with 6.9% respectively over the nine outgoing years. This approach needs to be taken to prevent water consumption to reduce to a level that will lead to a reduction in water revenue. Although lower consumption will lead to lower costs, this approach will lead to a smaller operating surplus. Water is a trading service and is supposed to generate an operating surplus and a smaller turnover will reduce the much needed profit to subsidise community services that cannot be covered through the property rates revenue raised;
- Refuse removal revenue increased with 10.80% for the 2019/2020 financial year. Budgeted refuse removal revenue increase with 7.8% for the 2020/2021 financial year as well as for the next nine outgoing years. Due to the stopping of the envisaged waste to energy project to ensure the extension of the useful life of the Wellington waste disposal site, other measures need to be put in place to reach the same objective; and
- Sanitation revenue increased with 11% for the 2019/2020 financial year. Budgeted sanitation revenue increase with 8.3% for the 2020/2021 financial year as well as for the nine outer years. The higher than inflation increase are needed to ensure that sanitation revenue and expenditure break even in all financial years. Sanitation is an economic service and needs to break even as determined by Council's Tariff Policy.

The Municipality is sensitive to the affordability and sustainability of the tariffs to be imposed. We carefully monitor the payment and collection rates and are thankful that the customer base of Drakenstein pays 97% of their billed accounts. Through the financial support and incentives envisaged through our new budget related policies developed we are hopeful that the payment rate will increase to more than 98% in the next financial year. Provision has been made for bad debt of 2.6% of expected billed revenue in the 2020/2021 financial year.

Table 101: 2020/2030 LTREF Key Budget Assumptions/Projections

2020/2030 LTREF KEY BUDGET ASSUMPTIONS/PROJECTIONS												
Serial Number	Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L
1	GROWTH PARAMETERS											
2	Growth (GDP)	0.30%	0.90%	1.30%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%
3	Headline inflation rates	4.10%	4.50%	4.60%	4.60%	4.60%	4.60%	5.00%	5.00%	5.00%	5.00%	5.00%
4	REVENUE INCREASES											
5	Property rates revenue increase	8.20%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
6	Property rates (Residential: Urban vs Rural)	100:100	100:100	100:100	100:100	100:100	100:100	100:100	100:100	100:100	100:100	100:100
7	Property rates (Residential: Rural Rebate: W/R/S)	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3	7.5% x 3
8	Property rates (Privately Owned Towns: Rebate: PR/R/S)	5.0% x 3	2.5% x 3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
9	Property rates (Residential vs Agriculture Property)	100:25	100:25	100:25	100:25	100:25	100:25	100:25	100:25	100:25	100:25	100:25
10	Property Rates (Business: Urban vs Rural)	100:60	100:60	100:60	100:60	100:60	100:60	100:60	100:60	100:60	100:60	100:60
11	Refuse removal services revenue increase	10.80%	7.80%	7.80%	7.80%	7.80%	7.80%	7.80%	7.80%	7.80%	7.80%	7.80%
12	Sanitation services revenue increase	11.00%	8.30%	8.30%	8.30%	8.30%	8.30%	8.30%	8.30%	8.30%	8.30%	8.30%
13	Water services revenue increase	6.00%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%
14	Electricity life line consumers	13.93%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%
15	Electricity domestic consumers	13.93%	4.90%	4.90%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%
16	Electricity other consumers	13.93%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%	6.43%
17	NDC: Bulk TOU Consumers (Non-Seasonal vs Seasonal: 2 months)	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67	100:16.67
18	NDC: Bulk TOU Consumers (Non-Seasonal vs Seasonal: 4 months)	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33	100:33.33
19	NDC: Bulk TOU Consumers (Non- Seasonal vs Seasonal: 6 months)	100:50	100:50	100:50	100:50	100:50	100:50	100:50	100:50	100:50	100:50	100:50
20	NDC: Bulk TOU Consumers (Boland Rugby/Cricket/Old Age Homes)	Zero	Zero	Zero	Zero	Zero	Zero	Zero	Zero	Zero	Zero	Zero
21	Housing rental revenue	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

2020/2030 LTREF KEY BUDGET ASSUMPTIONS/PROJECTIONS												
Serial Number	Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L
22	GEARING											
23	Gearing Ratio (NT formula)	72.42%	64.60%	62.00%	54.90%	48.70%	42.80%	42.80%	42.80%	42.80%	42.80%	42.80%
24	Interest and redemption as a % of total operating revenue (conditional grants excluded)	6.85%	7.94%	7.61%	9.09%	8.41%	7.83%	7.19%	7.52%	7.61%	7.53%	7.17%
25	EMPLOYEE RELATED COSTS											
26	Wage bill cost-of-living increases	6.70%	6.25%	6.15%	6.15%	6.15%	6.15%	6.15%	6.15%	6.15%	6.15%	6.15%
27	Estimated notch increase	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
28	Salary Bill as a percentage of total operating budget expenditure	27.31%	28.34%	29.03%	30.04%	30.98%	32.29%	32.36%	32.86%	33.42%	34.00%	34.56%
29	Councilors remuneration	5.89%	4.90%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
30	BULK PURCHASES											
31	Bulk Purchases - Electricity	9.41%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%	6.90%
32	Bulk Purchases - Water	17.90%	5.00%	5.00%	5.00%	5.00%	5.00%	10.00%	10.00%	10.00%	10.00%	10.00%
33	OTHER EXPENDITURE											
34	Contracted Services	85.12%	-20.24%	-0.38%	-0.64%	-0.07%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%
35	Depreciation and Amortisation	1.54%	11.45%	1.82%	1.39%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
36	Impairment Loss	22.07%	-12.70%	2.23%	2.15%	3.00%	3.12%	4.04%	4.04%	4.04%	4.04%	4.04%
37	Inventory Consumed	-29.65%	-21.39%	0.00%	0.00%	0.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%
38	Operating Leases	-26.92%	-14.82%	0.00%	0.00%	0.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%
39	Operational Cost	10.33%	-7.96%	-0.16%	0.08%	0.09%	0.09%	5.00%	5.00%	5.00%	5.00%	5.00%
40	GRANTS: NATIONAL AND PROVINCIAL DEPARTMENTS											
41	Equitable share	R 150,601,000	R 164,466,000	R 179,913,000	R 195,507,000	R 195,507,000	R 195,507,000	R 250,877,441	R 272,622,300	R 296,251,899	R 321,929,600	R 349,832,920
42	Equitable share % growth	13.82%	9.21%	9.39%	8.67%	0.00%	0.00%	28.32%	8.67%	8.67%	8.67%	8.67%
43	Integrated Urban Development Grant	R 49,050,000	R 58,649,000	R 37,729,000	R 39,782,000	R 39,782,000	R 39,782,000	R 46,635,922	R 49,173,587	R 51,849,337	R 54,670,686	R 57,645,557

DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

2020/2030 LTREF KEY BUDGET ASSUMPTIONS/PROJECTIONS												
Serial Number	Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L
44	Financial Management Grant	R 1,550,000	R 1,550,000	R 1,550,000	R 1,550,000	R 1,550,000	R 1,550,000					
45	Municipal Systems Improvement Grant (in kind)	R 1,750,000	R 300,000	R -	R -	R -	R -	R -	R -	R -	R -	R -
46	Integrated National Electrification Programme (INEP)	R 15,000,000	R 27,000,000	R 25,000,000	R 20,000,000	R 20,000,000	R 20,000,000	R 15,000,000	R 15,000,000	R 15,000,000	R 15,000,000	R 15,000,000
47	Neighbourhood Development Partnership Grant (Technical Assistance in kind)	R -	R 600,000	R 1,200,000	R 3,500,000	R -	R -	R -	R -	R -	R -	R -
48	Expanded Public Works Programme	R 5,185,000	R 4,093,000	R -	R -	R -	R -	R -	R -	R -	R -	R -
49	Neighbourhood Development Partnership Grant (Capital)	R -	R -	R 750,000	R 2,000,000	R -	R -	R -	R -	R -	R -	R -
50	Energy Efficiency and Demand Management	R 5,000,000	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
51	GRANTS: PROVINCIAL DEPARTMENTS											
52	Human Settlements Development Grant	R 107,170,000	R 78,270,000	R 78,330,000	R 78,340,000	R 78,340,000	R 78,340,000	R -	R -	R -	R -	R -
53	Library Services Conditional Grant	R 17,071,000	R 18,487,000	R 19,504,000	R 20,577,000	R 20,577,000	R 20,577,000	R 24,310,125	R 25,525,631	R 26,801,913	R 28,142,008	R 29,549,109
54	Community Development Worker Operational Grant	R 222,000	R 113,000	R 113,000	R 113,000	R 113,000	R 113,000	R -	R -	R -	R -	R -
55	Maintenance and Construction of Transport Infrastructure	R 14,736,000	R 73,860,000	R 17,860,000	R 860,000	R -	R -	R -	R -	R -	R -	R -
56	Thusong Services Centres Grant	R -	R 150,000	R -	R 150,000	R -	R -	R -	R -	R -	R -	R -
57	Financial Management Capacity Building Grant	R 380,000	R 401,000	R -	R -	R -	R -	R -	R -	R -	R -	R -
58	Municipal Accreditation and Capacity Building Grant	R 224,000	R 238,000	R 252,000	R 264,000	R 264,000	R 264,000	R -	R -	R -	R -	R -
59	Financial Management Support Grant	R 495,000	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
60	Fire Service Capacity Building Grant	R -	R -	R -	R 920,000	R -	R -	R -	R -	R -	R -	R -
61	Greenest Municipality Competition	R 260,000	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
62	Municipal service delivery and capacity Building Grant	R 2,038,000	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
63	Regional Socio-Economic Projects	R -	R 1,000,000	R 1,500,000	R -	R -	R -	R -	R -	R -	R -	R -
64	MONETARY CONTRIBUTIONS											
65	Upgrading of R301	R -	R -	R 20,000,000	R 20,000,000	R 30,000,000	R -	R -	R -	R -	R -	R -
66	Boland Cricket	R 3,000,000	R 3,000,000	R -	R -	R -	R -	R -	R -	R -	R -	R -

4.6 SITUATIONAL ANALYSIS: FINANCIAL HEALTH OVERVIEW

The municipality has made substantial investments in revenue generating infrastructure over the past five years that created capacity for development and growth. The municipality predicted certain growth patterns - linked to the investment in bulk infrastructure - which did not materialise as planned due to a slowdown in the economy of South Africa. Together with the severe drought experienced by the Western Cape in the past four years, the municipality's revenue streams did not materialise as envisaged.

The liquidity levels of the organisation are under strain, as a decline in the current assets to current liabilities ratio materialised due to the aggressive investment in bulk infrastructure that led to the short-term portion of external borrowings increasing significantly. The current ratio (current assets ÷ current liabilities) of the organisation as at 30 June 2019, was 0.61 to 1 as opposed to the ratios of 0.95 to 1 (2017/18), 1.17 to 1 (2016/17), 1.30 to 1 (2015/16) and 1.09 to 1 (2014/15) for the previous four financial years. After the restructuring of external loans to be discussed below, the current ratio improved to 0.77 to 1.

The municipality has introduced a revenue management, expenditure management and cost containment programme under the leadership of the City Manager to raise and collect all revenue due to the municipality. Included in the programme is a focus on expenditure management and cost containment to ensure that available resources are optimised for quality service delivery. Current ten-year external loans of the Development Bank of Southern Africa, Standard Bank and Nedbank were restructured in December 2019 to be repaid over a period of up to 17.5 years, including redemption "holidays" for the next six instalment periods. This was done in an attempt to improve the liquidity position.

The municipality has a significant revenue base that continues to grow substantially compared with previous years. The municipality is still confident that the growth in medium to high income developments are increasing, albeit slower than expected five years ago. This is seen in the developments south of Boland Cricket stadium, Paarl south of the N1 as well as around Wellington. Due to the restructuring of the external loans of the Development Bank of Southern Africa, Standard Bank and Nedbank, no further external loans will be taken up over the next five financial years. The increase of the municipality's revenue base will reduce the current gearing ratio from 78.3% to an estimated 42.9% in the 2024/25 financial year.

The municipality has not defaulted on payment of its creditors, i.e. Eskom (bulk electricity purchases), SARS (VAT and PAYE), City of Cape Town (bulk water purchases), third party payments (pension and medical aid funds) and any other trade creditors. By sustaining a revenue collection rate above 95%, the municipality has the ability to operate as a going concern and to continue rendering quality services to its community.

4.7 OPERATING REVENUE

In order to serve the community and to render the services needed, revenue generation is fundamental for financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and marrying it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outputs and outcomes that will improve the quality of life of our local communities.

Operating revenue will now be discussed and analysed.

4.7.1 Operating revenue by source

In the Table 4.1 below the operating revenue per revenue source are indicated as follows:

- The last three audited financial years (green colour);
- The current financial year (yellow colour);
- The 2020/2021 financial year (pink colour);
- The last four outgoing financial years of the MTREF (no colour) (2021/2022 to 2024/2025); and
- The last five outgoing years of the LTREF (blue colour) (2025/2026 to 2029/2030)

4.7.2 Analysis of Projected Operating Revenue

In Table 4.1 below the anticipated operating revenue for 2020/2021 is estimated at R2.681 billion or R133.3 million (5.2%) more than the 2019/2020 approved adjustments budget revenue of R2.547 billion.

Graph 4.1 below depicts that Drakenstein's main operating revenue source is their service charges (electricity, water, refuse removal and sanitation charges) of R1.770 billion that represents 66.0% of operating revenue for the 2020/2021 financial year. This source of revenue is projecting revenue of R2.364 billion by year five and R3.383 billion by year ten. Trading services produces the much-needed profits to subsidise community services that cannot fully be funded through property rates.

Electricity revenue is the bulk of this revenue representing 49.2% or R1.318 billion of operating revenue. Electricity tariffs over the MTREF period increase at a slower rate than the bulk purchases from Eskom increase. The Municipality must be weary as this revenue source is under threat, due to the ongoing problem of load shedding, resulting in no usage when load shedding occurs and the movement of consumers to alternative off-grid energy sources - such as photovoltaic systems (solar panels) - as to secure their own supply of electricity. To counter the revenue loss associated with consumers moving off-grid, the municipality has already in prior years introduced higher basic fees for these systems connected to the municipal grid and a lower reselling rate for generated excess electricity back to the municipality. The co-generated units will be credited against the units consumed, but not against the basic charges. Furthermore, the total co-generated units will expire on 30 June each year.

Water represents 6.8% or R181.8 million of operating revenue followed by refuse removal revenue (5.2%) and sanitation revenue (4.8%).

Due to the drought experienced by the Western Cape the past four years and with it the introduction of high punitive tariffs, many consumers have moved partially or fully off-grid by using alternative sources of water from boreholes, wells and stored rainwater. Due to the water restrictions, the yearly water demand decreased significantly and with that the revenue from water sales. Although good rains were received during 2019, the water demand has not yet recovered to that in 2015/2016 before the onset of the drought. To counter the revenue loss associated with consumers moving off-grid, the municipality has already in prior years introduced higher basic fees for consumers with registered boreholes. A cost benefit analysis is also performed for each application from consumers, (mainly gated estates) who wish to enter into a Water Services Intermediary agreement with the municipality, as to produce and supply their own potable water.

Taking the high salary bill increases also into consideration, the gap between revenue turnover and expenses is closing slowly but surely and is a threat to local government as a whole.

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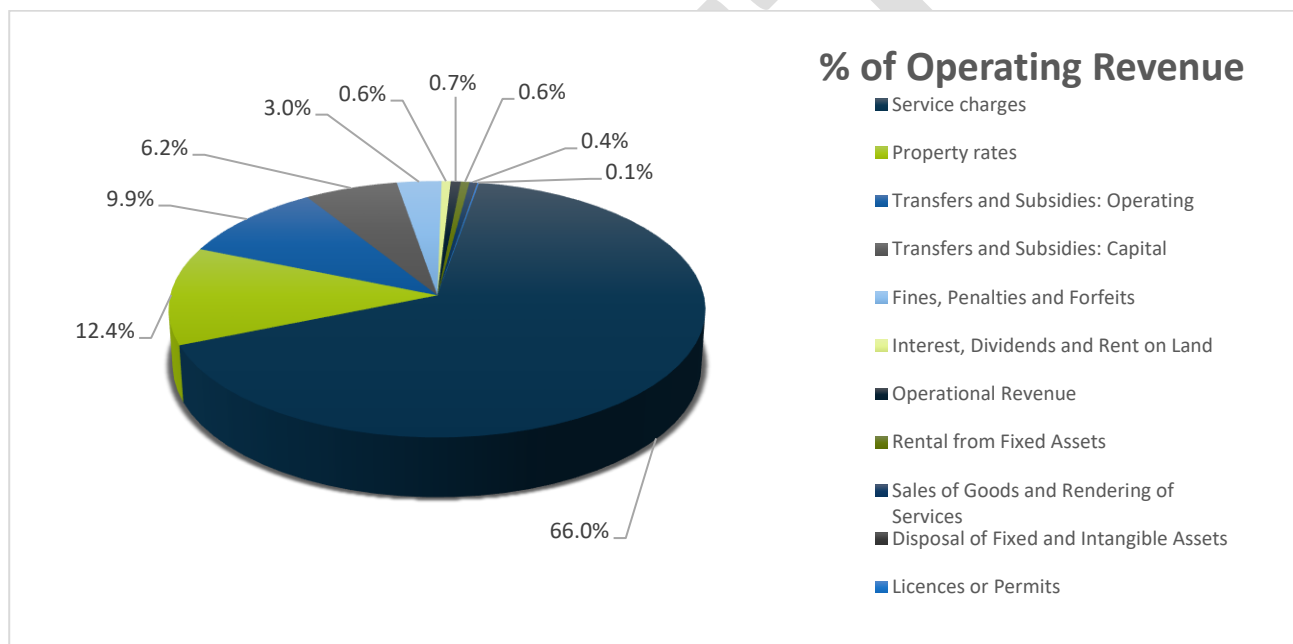
Table 102: Draft 2020/2021 Long Term Revenue and Expenditure Framework (LTREF) Per Revenue Categories

DRAFT 2020/2021 LONG TERM REVENUE AND EXPENDITURE FRAMEWORK (LTREF) PER REVENUE CATEGORIES																
Serial Number	Description	Audited Expenditure 2016/2017 R'000	Audited Expenditure 2017/2018 R'000	Audited Expenditure 2018/2019 R'000	Original Budget 2019/2020 R'000	2019/2020 Revised Operating Budget R'000	Draft 2020/2021 Indicative Operating Budget R'000	Draft 2021/2022 Indicative Operating Budget R'000	Draft 2022/2023 Indicative Operating Budget R'000	Draft 2023/2024 Indicative Operating Budget R'000	Draft 2024/2025 Indicative Operating Budget R'000	Draft 2025/2026 Indicative Operating Budget R'000	Draft 2026/2027 Indicative Operating Budget R'000	Draft 2027/2028 Indicative Operating Budget R'000	Draft 2028/2029 Indicative Operating Budget R'000	Draft 2029/2030 Indicative Operating Budget R'000
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Disposal of Fixed and Intangible Assets	(6,785)	19,706	(7,009)	(8,500)	(8,500)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
2	Fines, Penalties and Forfeits	(66,815)	(92,938)	(75,253)	(89,068)	(79,286)	(79,896)	(79,896)	(79,896)	(79,896)	(79,896)	(79,896)	(79,896)	(79,896)	(79,896)	(79,896)
3	Interest, Dividends and Rent on Land	(38,074)	(40,536)	(25,138)	(24,556)	(15,609)	(16,339)	(17,056)	(17,798)	(18,567)	(19,365)	(33,687)	(35,371)	(37,140)	(38,997)	(40,947)
4	Licences or Permits	(4,194)	(3,326)	(3,463)	(4,289)	(3,192)	(3,351)	(3,519)	(3,695)	(3,880)	(4,074)	(4,277)	(4,491)	(4,716)	(4,952)	(5,199)
5	Operational Revenue	(35,515)	(17,924)	(23,141)	(17,046)	(17,144)	(17,999)	(18,898)	(19,842)	(20,834)	(21,875)	(22,969)	(24,117)	(25,322)	(26,588)	(27,916)
6	Property rates	(237,762)	(245,517)	(271,147)	(305,350)	(308,406)	(331,537)	(356,402)	(383,132)	(411,867)	(442,757)	(475,964)	(511,661)	(550,036)	(591,288)	(635,635)
7	Rental from Fixed Assets	(8,933)	(8,541)	(9,509)	(15,852)	(14,472)	(15,557)	(16,724)	(17,978)	(19,326)	(20,776)	(22,334)	(24,009)	(25,810)	(27,745)	(29,826)
8	Sales of Goods and Rendering of Services	(11,925)	(10,923)	(16,390)	(11,424)	(11,435)	(11,892)	(12,272)	(12,671)	(13,089)	(13,529)	(13,983)	(14,453)	(14,938)	(15,440)	(15,959)
9	Service Charges	(1,356,427)	(1,385,113)	(1,438,582)	(1,684,706)	(1,661,634)	(1,770,389)	(1,903,251)	(2,046,513)	(2,200,993)	(2,364,443)	(2,540,054)	(2,728,731)	(2,931,447)	(3,149,251)	(3,383,266)
10	Transfers and Subsidies	(149,517)	(142,918)	(209,394)	(250,728)	(281,754)	(264,416)	(282,550)	(297,889)	(297,051)	(297,051)	(297,051)	(298,148)	(323,054)	(350,072)	(379,382)
11	Transfers and Subsidies: Capital	(74,602)	(151,870)	(150,160)	(120,908)	(145,780)	(167,149)	(63,479)	(62,702)	(59,782)	(59,782)	(61,636)	(64,174)	(66,849)	(69,671)	(72,646)
12	Total Operating Revenue	(1,990,551)	(2,079,901)	(2,229,187)	(2,532,427)	(2,547,212)	(2,680,525)	(2,756,046)	(2,944,116)	(3,127,285)	(3,325,548)	(3,553,851)	(3,787,050)	(4,061,208)	(4,355,899)	(4,672,672)

The second highest operating revenue source is property rates with an amount of R331.5 million that represents 12.4% of operating revenue. This revenue source increases to R442.8 million by year five and R635.6 million by year ten. Care should be taken to not over burden rate payers with this unpopular source of revenue. It is difficult to get rid of a label that a municipality is an over-taxed enterprise and there are lots of examples in history where investors moved to other areas where property tax levies are seen to be more reasonable.

Operating government grants of R264.4 million are the third highest operating revenue source and represents 9.9% of operating revenue. The bulk of this grant is the municipality's equitable share from the national fiscus and for the building of houses for the poorest of the poor. The housing grant will fluctuate from year to year depending on the housing programme funds made available through the National and Provincial Housing Programme.

Figure 28: Operating Revenue Distribution for the 2020/2021 Financial Year



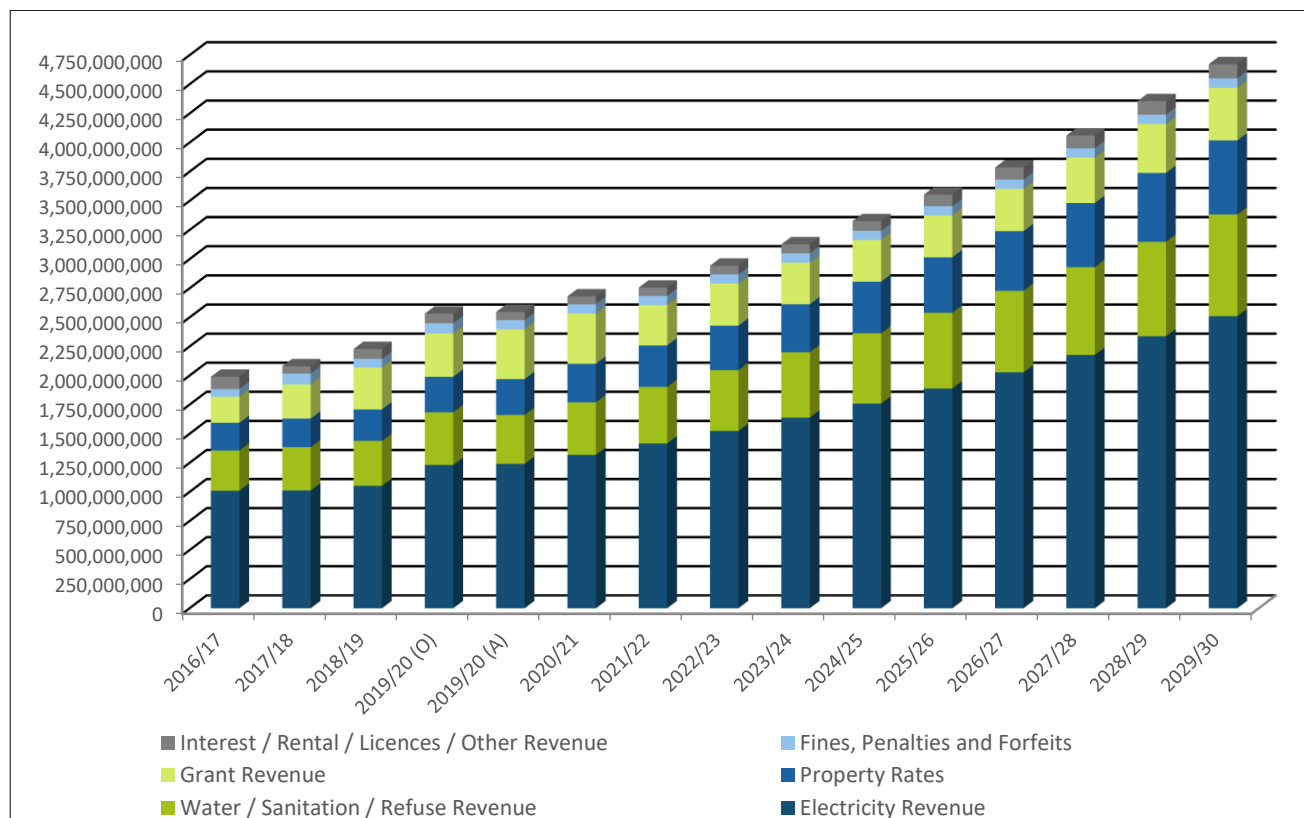
Operating revenue shown in Graph 4.1 above are further broken down and depicted in Graph 4.2 below for the MTREF and LTREF. The revenue sources are clustered into five main revenue sources. Electricity revenue (dark blue colour) is clearly the main source of revenue. Water/sanitation/refuse revenue (green colour) is the second highest cluster of revenue followed by grant revenue (light green colour), property rates (blue colour), and other revenue (light blue colour).

Trends over the years suggest that electricity revenue represented 50.7% of operating revenue in 2016/2017 compared with the 48.8% of the 2019/2020 adjustments budget, the 49.2% for 2020/2021 and the estimated 52.9% in 2024/2025 and 53.7% in 2029/2030. Electricity revenue remains the main revenue source for the Municipality.

Water, sanitation and refuse removal revenue represented 17.4% of operating revenue in 2016/2017 compared with the 16.8% of the 2019/2020 adjustments budget, the 17.6% for 2020/2021 and the estimated 18.2% in 2024/2025 and 18.7% in 2029/2030.

Property rates revenue represented 11.9% of operating revenue in 2016/2017 compared with the 12.1% of the 2019/2020 adjustments budget, the 12.4% for 2020/2021 and the estimated 13.3% in 2024/2025 and 13.6% in 2029/2030.

Figure 29: Operating Revenue in Main Revenue Clusters



Grant revenue represented 11.3% of operating revenue in 2016/2017 compared with the 16.8% of the 2019/2020 adjustments budget, the 16.1% in 2020/2021 and the estimated 10.7% in 2024/2025 and 9.7% in 2029/2030. Drakenstein seems not to be depended on government grants for operational purposes, but, it should be noted that maybe the Municipality are not receiving sufficient funds from the national fiscus to eradicate the backlog in housing for the poorest of the poor and to render free basic services to indigent households through the equitable share.

Other revenue, i.e. interest earned, rental revenue, licenses, gains on the disposal of property, plant and equipment and other sundry revenue income (grey colour) and fines, penalties and forfeits (light blue colour) represents the remaining revenue resources. Even combined in a cluster they contribute the least to Drakenstein's operating revenue base.

4.8 OPERATING EXPENDITURE

Operating expenditure budgeting is done on a zero-base budget approach where possible. This was done since the adjustments budget was approved by Council in February 2014 and the 2014/2015 operating budget approved by Council in May 2014. For the 2020/2021 further emphasis was placed on preparing a zero-based budget. Other best practice methodologies relating to operating expenditure include infrastructure repairs and maintenance as a priority; budgeted expenditure to be funded by realistically anticipated cash backed

revenues; and, operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds. The latter is a great challenge.

4.8.1 Operating expenditure by category

Table 4.2 below depicts the main category of operating expenditure as follows:

- (a) The last three audited financial years (green colour);
- (b) The current financial year (yellow colour);
- (c) The 2020/2021 financial year (pink colour);
- (d) The last four outgoing financial years of the MTREF (no colour) (2021/2022 to 2024/2025); and
- (e) The last five outgoing financial years of the LTREF (blue colour) (2025/2026 to 2029/2030)

4.8.2 Analysis of Operating Expenditure

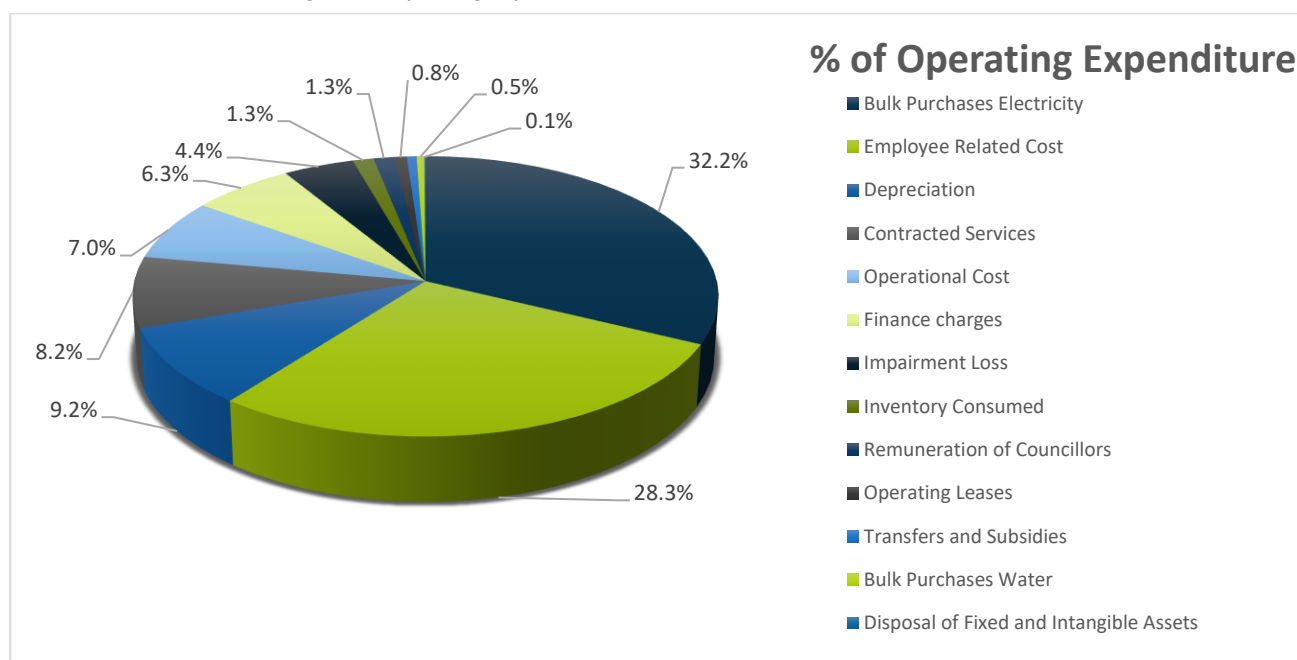
In Table 4.2 below the total operating expenditure forecasted for the 2020/2021 financial year reflects an increase of 4.5% to an amount of R2.598 billion compared with the projected operating expenditure of R2.488 billion for the 2019/2020 financial year. Operating expenditure forecasts an increase of 8.9%, 5.8%, 4.5% and 4.0% to R3.138 billion in year five and to R4.388 billion in year ten.

Drakenstein's main operating expenditure category is their bulk electricity purchases of R835.9 million that represents 32.2% (Graph 4.3 below) of total operating expenditure for the 2020/2021 financial year. This expenditure category is projecting an expenditure of R1.092 billion by year five and R1.524 billion by year ten. As mentioned before bulk electricity purchases grow at a higher percentage than the percentage in electricity tariff increases.

The second highest operating expenditure category is employee related costs with an amount of R736.6 million that represents 28.3% of total operating expenditure. This expenditure category increases to R1.013 billion by year five and R1.517 billion by year ten. Care should be taken not to over burden rate payers with this expenditure category. MFMA Circular No 71 of 17 January 2015 determines that the ratio of employee cost as a % of operating expenditure of between 25% and 40% are deemed acceptable – depending on the kind and size of municipality.

Depreciation on capital assets is the third highest operating expenditure category with an amount R238.3 million that represents 9.2% of total operating expenditure. This expenditure category increase to R253.5 million by year five and R273.1 million by year ten.

Figure 30: Operating Expenditure Distribution for the 2020/2021 Financial Year



DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2019/2020

Table 103: Operating Expenditure by Category

DRAFT 2020/2021 LONG TERM REVENUE AND EXPENDITURE FRAMEWORK (LTREF) PER EXPENDITURE CATEGORIES																
Serial Number	Description	Audited Expenditure 2016/2017 R'000	Audited Expenditure 2017/2018 R'000	Audited Expenditure 2018/2019 R'000	Original Budget 2019/2020 R'000	2019/2020 Revised Operating Budget R'000	Draft 2020/2021 Indicative Operating Budget R'000	Draft 2021/2022 Indicative Operating Budget R'000	Draft 2022/2023 Indicative Operating Budget R'000	Draft 2023/2024 Indicative Operating Budget R'000	Draft 2024/2025 Indicative Operating Budget R'000	Draft 2025/2026 Indicative Operating Budget R'000	Draft 2026/2027 Indicative Operating Budget R'000	Draft 2027/2028 Indicative Operating Budget R'000	Draft 2028/2029 Indicative Operating Budget R'000	Draft 2029/2030 Indicative Operating Budget R'000
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Bulk Purchases Electricity	635,416	632,001	673,708	781,938	781,938	835,891	893,568	955,224	1,021,134	1,091,593	1,166,912	1,247,429	1,333,502	1,425,514	1,523,874
2	Bulk Purchases Water	23,623	2,739	4,306	12,000	12,000	12,000	12,000	12,000	12,000	12,000	13,200	14,520	15,972	17,569	19,326
3	Contracted Services	166,098	183,179	143,857	232,467	266,302	212,398	211,588	210,238	210,088	210,088	220,593	231,622	243,203	255,364	268,132
4	Depreciation and Amortisation	176,926	195,753	210,624	213,870	213,870	238,352	242,691	246,074	249,765	253,512	257,315	261,174	265,092	269,068	273,104
5	Disposal of Fixed and Intangible Assets	4,856	3,632	930	0	0	0	0	0	0	0	0	0	0	0	0
6	Employee Related Cost	415,612	564,969	669,025	678,529	679,467	736,581	794,508	861,786	934,773	1,013,294	1,098,410	1,190,676	1,290,692	1,399,109	1,516,634
7	Fair Value Adjustments	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Gains and Losses	658	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	Impairment Loss	102,833	153,829	106,199	127,035	129,641	113,181	115,707	118,194	121,737	125,542	140,117	145,776	151,855	158,386	165,401
10	Interest, Dividends and Rent on Land	93,990	132,450	158,386	162,759	108,323	182,312	180,728	176,828	167,578	159,537	147,210	166,005	177,202	187,371	199,644
11	Inventory Consumed	38,285	38,421	59,741	36,739	42,027	33,036	33,036	33,036	33,036	33,036	69,158	72,616	76,247	80,059	84,062
12	losses	1,000	0	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
13	Operating Leases	15,775	17,251	31,688	19,981	23,158	19,725	19,725	19,725	19,725	19,725	36,683	38,517	40,443	42,465	44,588
14	Operational Cost	198,435	147,919	162,029	161,692	178,765	164,535	164,266	164,404	164,549	164,700	187,569	196,948	206,795	217,135	227,992
15	Remuneration of Councillors	26,313	28,062	29,945	31,709	31,709	33,263	34,860	36,533	38,287	40,124	42,050	44,069	46,184	48,401	50,724
16	Transfers and Subsidies	10,379	10,532	22,541	18,650	18,795	15,620	32,620	32,620	42,620	12,620	12,620	12,620	12,620	12,620	12,620
17	Total Operating Expenditure	1,910,203	2,110,736	2,272,980	2,479,369	2,487,994	2,598,894	2,737,297	2,868,662	3,017,293	3,137,770	3,393,837	3,623,972	3,861,808	4,115,061	4,388,102

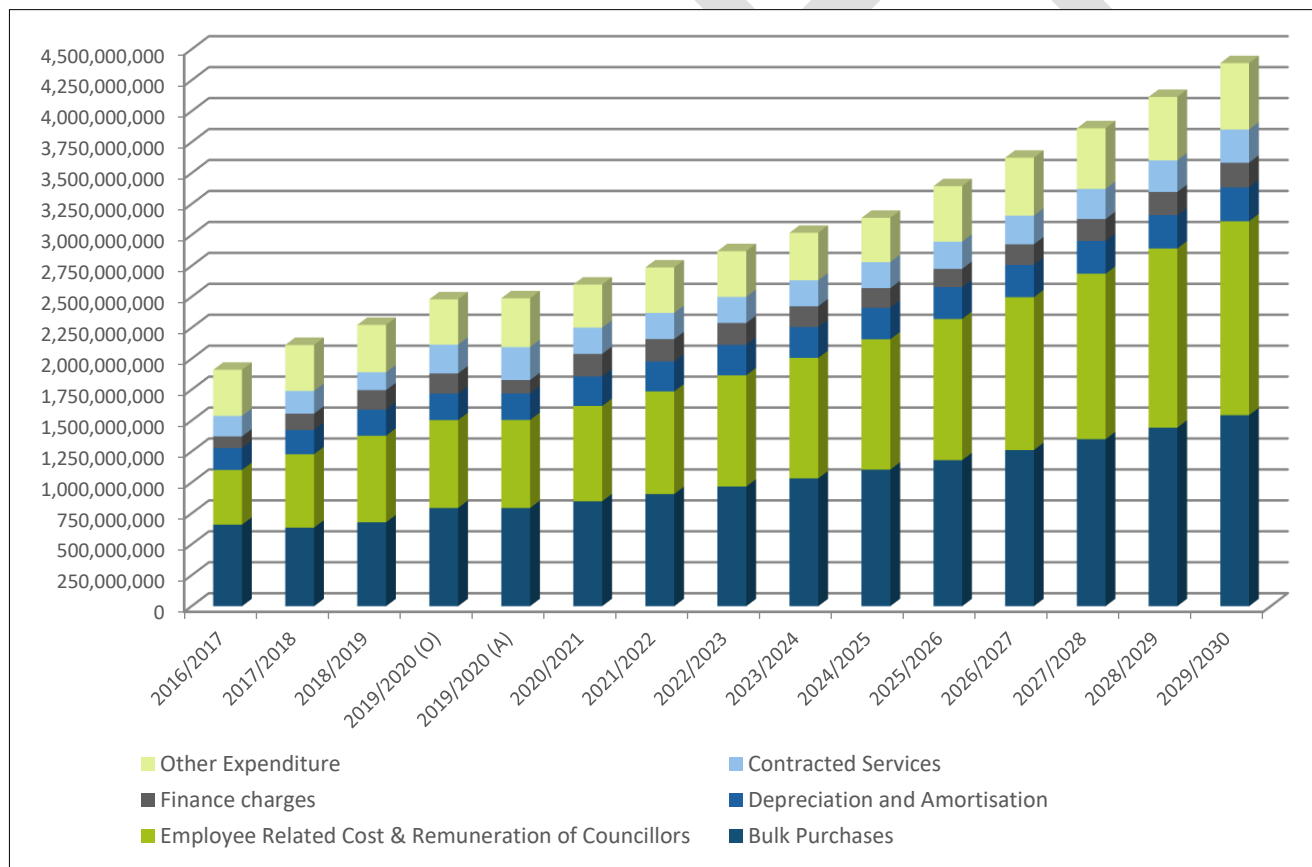
Contracted services are the fourth highest operating expenditure category with an amount of R212.4 million that represents 8.2% of total operating expenditure. This expenditure category decreases to R210.1 million by year five and increases to R268.1 million by year ten.

Operating expenditure trends over the years shown in Table 4.2 are depicted in Graph 4.4 below.

The operating expenditure is clustered into six main expenditure types. Bulk purchases of water and electricity (dark blue colour) is clearly the main expenditure type. Employee related costs (green colour) are the second highest cluster of expenditure type followed by other expenditure (light green colour), depreciation on capital assets (blue colour), contracted services (light blue colour) and finance charges (grey colour).

It is clear from Graph 4.3 above that bulk purchases and employee related costs are significantly higher than the other expenditure categories and it is also clear that the significant gap between bulk purchases and employee related costs over the nine years under review are closing. The high increases well above the inflation rate over these years with regard to bulk electricity purchases from Eskom and the salary bill is skewing the picture and is certainly hurting our economy and that of the region, province and country.

Figure 31: Operating Expenditure per Category



Contracted services (blue colour) portrays a steady increase in operating expenditure over the past four years under review, it is endeavoured to reduce this number over the MTREF.

Included in other expenditure is grant expenditure (transfers and subsidies) which fluctuates from year to year and is dependent on the grant allocations made. Drakenstein has endeavoured to reduce the provision of

grants in cash and focus on the provision of grants in kind over the MTREF – in line with the Council's Cost Containment Policy.

4.9 OPERATING BUDGET RESULTS

In Table 4.3 below the operating budget (capital grants revenue and expenditure excluded) forecasted for the 2020/2021 financial year reflects an operating surplus of R81.6 million, and after taking non-cash items and cash items such as the redemption of loans and provisions into consideration a cash funded operating surplus of R58.2 million is projected for the 2020/2021 financial year. This position should change into a more balanced budget and a cash funded operating surplus in 2024/2025 to the amount of R240.7 million – after taking non-cash items and cash items such as the redemption of loans and provisions into consideration.

The long-term aim is to generate operating surpluses and even higher cash surpluses through economic growth and development. These cash surpluses will be used to build the Capital Replacement Reserve (CRR) for the funding of future capital expenditure. The more Drakenstein fund from own funds the less Drakenstein has to borrow from the open market to finance capital expenditure.

The information below has been populated in Graph 4.5 below to present a picture of Drakenstein's **Operating Surplus Ratio** developed in terms of the **Long-Term Financial Sustainability Policy**. It is clear from the blue line that Drakenstein Municipality's operating results until the 2010/2011 financial year was moving downwards towards a financial unsustainable position. The blue line represents the current expected trend, whereas the orange line indicates the Operating Surplus Ratio as reported in the 2014/2015 reviewed IDP.

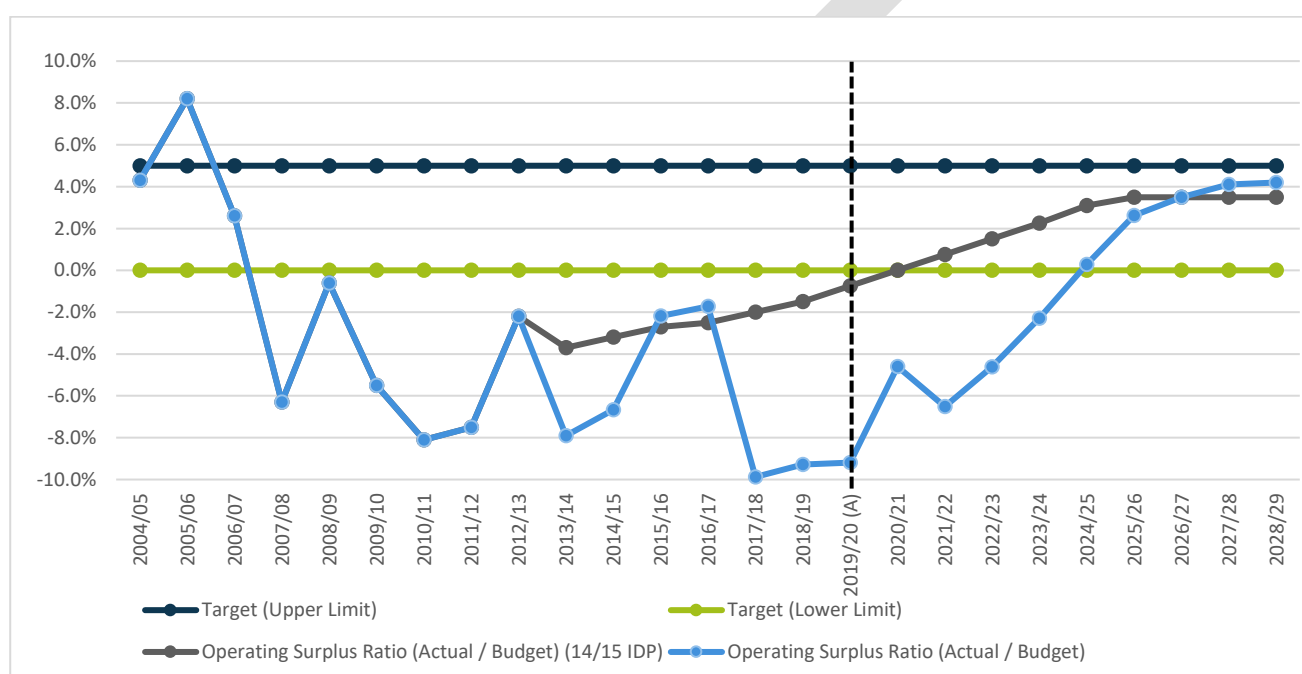
Table 104: Operating Surplus

DRAFT 2020/2021 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK						
Serial Number	Description	2020/2021 Zero Based Budget	2021/2022 Zero Based Budget	2022/2023 Zero Based Budget	2023/2024 Zero Based Budget	2024/2025 Zero Based Budget
Column Reference	A	B	C	D	E	F
1	Total Operating Expenditure	2,598,894	2,737,297	2,868,662	3,017,293	3,137,770
2	Total Operating Revenue	(2,680,525)	(2,756,046)	(2,944,116)	(3,127,285)	(3,325,548)
3	Operating Budget Deficit / (Surplus) =	(81,631)	(18,748)	(75,454)	(109,992)	(187,778)
4	Plus: Capital Grants =	167,149	63,479	62,702	59,782	59,782
5	Deficit / (Surplus) Capital Grants Excluded =	85,518	44,731	(12,752)	(50,210)	(127,996)
6	Less: Depreciation Counted Back =	(238,352)	(242,691)	(246,074)	(249,765)	(253,512)
7	Plus: Redemption Payable on External Loans	19,682	18,556	78,688	84,460	90,825
8	Plus: Working capital for CAPEX =	50,000	50,000	50,000	50,000	50,000
9	Plus: TASK Backpay =	25,000				
10	(Cash Funded) / Non-Cash Funded Operating Budget =	(58,152)	(129,405)	(130,138)	(165,515)	(240,683)

The actual audited results of 2012/2013 produced an operating surplus ratio moving upwards towards a more financial sustainable position. The 2013/2014 audited results then suddenly moved downwards mainly due to a non-cash transactions (provision for the rehabilitation of landfill sites) due to environmental legislation municipalities operating budgets had to accommodate. The same environmental legislation affected Drakenstein Municipality in 2017/2018 due to a recalculation of the landfill sites rehabilitation costs.

The 2020/2025 MTREF clearly shows that Drakenstein has absorbed these temporary setbacks of the past few years and the operating surplus ratio projects further positive movements towards long-term financial sustainability. Graph 4.5 shows a significant improvement in the operating budgeted deficit for the 2020/2021 financial year compared with the 2019/2020 adjustments budgeted deficit. Although the graph indicates a deficit increase in the 2021/2022 financial year, this will be corrected and will improve with expenditure savings and cost containment measures currently being put in place. Coupled with revenue enhancement initiatives, it is Drakenstein's intention to reach a break-even point in the 2022/2023 financial year through the approval of a balanced operating budget – meaning that operating revenue will equal operating expenditure.

Figure 32: Operating Surplus Ratio



This position can significantly also change if Drakenstein's tax base increases significantly with new middle and high-income housing developments and business and industrial developments. A conservative provision for the increase of operating revenue through additional developments has been made in the MTREF budget, as to ensure that budgeted anticipated revenue is realistic and secure. As mentioned earlier the model has been built on the assumption that Drakenstein collect at least 97% of billed revenue.

The focus will now shift to the discussion of capital expenditure trends.

4.10 CAPITAL EXPENDITURE

Capital expenditure budgeting is done through the Prioritisation Model for Capital Assets Investment Policy. This model as mentioned in paragraph 4.4.4(c) above was developed to ensure that scarce available financial sources are allocated to capital projects that will have the biggest impact on the outputs and outcomes that will improve the quality of life of Drakenstein's customer base. This model will also ensure that sufficient funds are made available for the renewal of dilapidated infrastructure to ensure on-going quality service delivery.

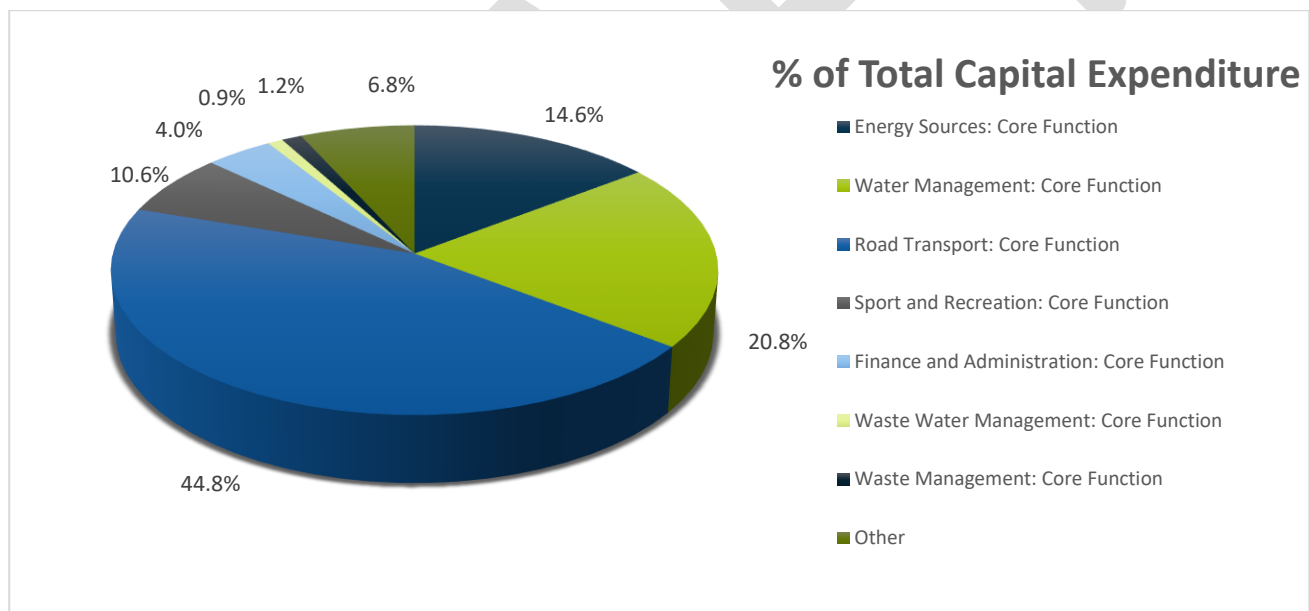
Since the 2010/2011 financial year (last 10 years), R4.263 billion was invested in capital infrastructure of which R2.380 billion during the last five financial years. This includes the amount forecasted for the current 2019/2020 Adjustments Budget.

4.10.1 Capital expenditure by standard classification

Table 4.4 below depicts the main types of capital expenditure as per the Government Financial Statistics (GFS) standard classification. The four standard classifications are:

- Governance and administration comprising of the sub-categories of executive and council; budget and treasury office; and, corporate services (including vehicles, equipment and IT related products);
- Community and public safety comprising of the sub-categories of community and social services; sport and recreation; public safety; housing; and, health;
- Economic and environmental services comprising of the sub-categories of planning and development; road transport; and, environmental protection; and
- Trading services comprising of the sub-categories of electricity; water; waste water management; and, waste management.

Figure 33: Capital Expenditure Distribution per Standard Classification for the 2020/2021 Financial Year



The amounts in Table 4.4 below and the percentages in Graph 4.6 above reflect the standard classification and its sub-category allocations as a percentage of the total capital budget. Due to the developmental nature of a capital budget it only makes sense to look at what percentage of the available scarce financial resources are spent in what standard classification of capital expenditure. The focus must be on the investment in infrastructure that will improve the quality of life of Drakenstein's customer base and that will raise future economic benefits for the Municipality.

4.10.2 Analysis of Capital Expenditure

Total capital expenditure forecasted for the 2020/2021 financial year amounts to R217.1 million compared with the projected capital expenditure of R293.4 million for the 2019/2020 financial year (revised budget). Capital expenditure forecasts for the outer financial years amounts to R113.5 million (2021/2022), R112.7 Million (2022/2023), R109.8 million (2023/2024) and R109.8 million in year five (2024/2025). The capital programme also shows capital projects to the amount of R5.525 billion which cannot be accommodated in the next five financial years.

For the 2020/2021 financial year the split between the main standard classifications (GFS) as set out in Table 4.4 below and Graph 4.6 above, are as follows: Water receives 20.8% of the capital budget, electricity 14.6%, roads 44.8%, sport and recreation 10.6%, finance and administration 4.0%, waste water 0.9%, waste 1.2% and other 6.8% (housing, community and social services, public safety and etcetera).

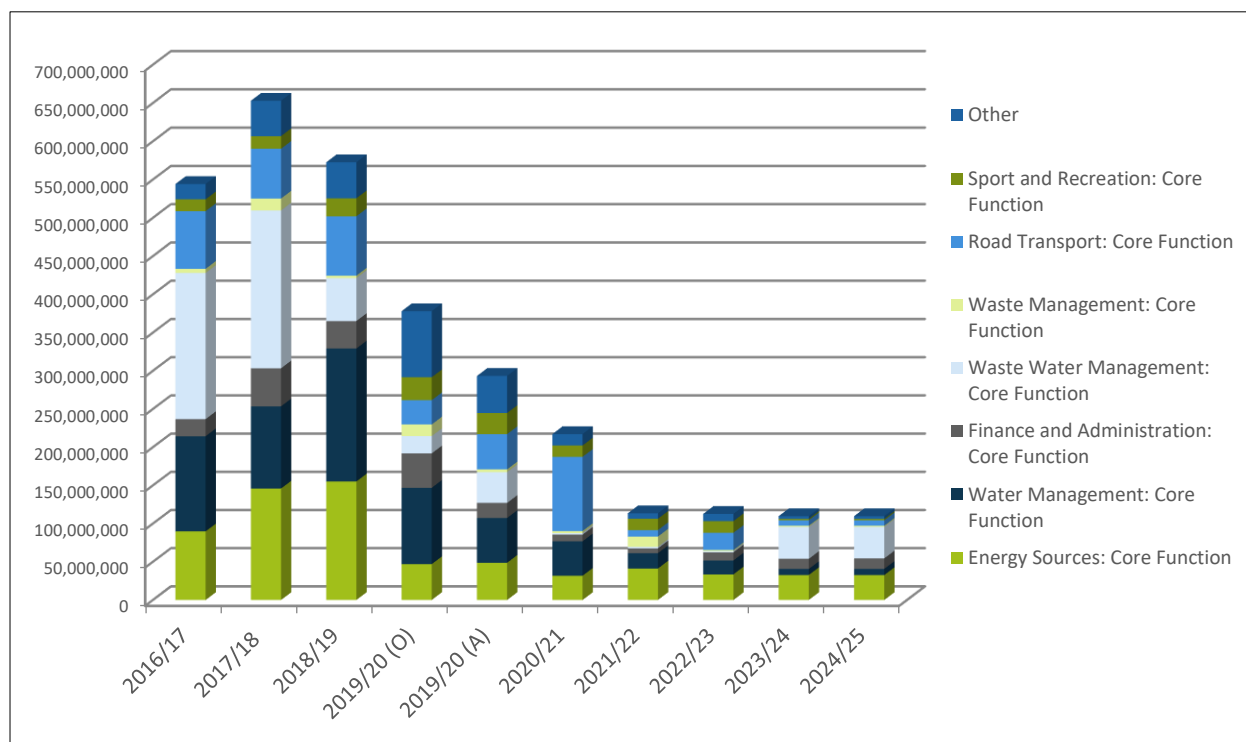
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Table 105: Capital Expenditure by Standard Classification (GFS)

2020/2021 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER GOVERNMENT FINANCIAL STATISTICS												
Serial Number	Description	Audited Expenditure 2016/2017	Audited Expenditure 2017/2018	Audited Expenditure 2018/2019	Original Budget 2019/2020	Revised Capital Budget 2019/2020	Draft 2020/2021 Indicative Capital Budget	Draft 2021/2022 Indicative Capital Budget	Draft 2022/2023 Indicative Capital Budget	Draft 2023/2024 Indicative Capital Budget	Draft 2024/2025 Indicative Capital Budget	Draft 2025/2026 and beyond Indicative Capital Budget
Column Reference	A	B	C	D	E	F	G	I	J	K	L	M
1	Community and Social Services: Core Function - Cemeteries, Funeral Parlours and Crematoriums	-	388,286	1,609,565	12,125,000	1,619,348	500,000	1,500,000	1,500,000	-	-	22,011,930
2	Community and Social Services: Core Function - Community Halls and Facilities	5,953,519	9,874,046	2,545,661	1,190,000	700,000	100,000	300,000	500,000	-	-	7,310,000
3	Community and Social Services: Non-core Function - Agricultural	5,210,177	158,625	219,682	-	-	-	-	-	-	-	1,070,000
4	Community and Social Services: Non-core Function - Cultural Matters	753,947	1,145,741	347,302	1,590,000	553,133	-	-	-	-	-	14,972,000
5	Community and Social Services: Non-core Function - Libraries and Archives	-	-	61,540	150,000	146,721	-	-	-	-	-	108,000
6	Energy Sources: Core Function - Electricity	89,870,819	145,925,422	155,203,667	46,930,000	48,745,587	31,700,000	41,200,000	33,500,000	32,700,000	32,700,000	1,246,016,566
7	Executive and Council: Core Function - Mayor and Council	2,647,408	3,241,573	73,122	-	2,607	-	-	-	-	-	-
8	Executive and Council: Core Function - Municipal Manager, Town Secretary and Chief Executive	2,588,046	596,864	142,860	1,850,000	475,164	120,000	800,000	2,050,000	50,000	50,000	8,710,000
9	Finance and Administration: Core Function - Administrative and Corporate Support	1,175,211	5,365,493	7,313,136	6,811,764	5,128,583	3,060,000	-	-	-	-	61,762,592
10	Finance and Administration: Core Function - Budget and Treasury Office	-	5,014	1,020	-	-	-	-	-	-	-	-
11	Finance and Administration: Core Function - Finance	-	599,229	402,452	400,000	892,074	-	-	-	-	-	984,375
12	Finance and Administration: Core Function - Fleet Management	9,627,567	30,939,233	13,215,034	12,324,717	531,269	1,083,543	4,156,186	8,550,000	11,100,000	11,600,000	263,399,136
13	Finance and Administration: Core Function - Human Resources	635,165	90,260	1,961,956	60,000	-	-	-	-	-	-	6,050,000
14	Finance and Administration: Core Function - Information Technology	4,867,648	4,310,221	5,691,407	11,788,000	9,494,993	2,367,294	1,400,000	1,400,000	1,400,000	1,400,000	33,026,912
15	Finance and Administration: Core Function - Marketing, Customer Relations, Publicity and Media Co-ordination	-	18,019	24,773	100,000	223,345	-	-	-	-	-	-
16	Finance and Administration: Core Function - Property Services	5,982,550	5,871,914	6,471,754	1,500,000	1,486,610	750,000	750,000	750,000	750,000	750,000	10,279,516
17	Finance and Administration: Core Function - Supply Chain Management	223,549	2,618,531	871,820	12,000,000	1,969,975	1,500,000	-	-	-	-	-
18	Finance and Administration: Non-core Function - Risk Management	-	30,194	-	50,712	12,000	-	-	-	-	-	-
19	Housing: Non-core Function - Housing	1,952,633	30,707,680	38,737,059	65,020,000	40,343,604	13,450,000	4,000,000	3,950,000	2,950,000	2,950,000	68,047,600
20	Internal Audit: Core Function - Governance Function	-	10,068	59,506	650,000	-	-	-	-	-	-	-
21	Other: Core Function - Tourism	-	-	-	650,000	410,000	-	-	-	-	-	2,250,000
22	Planning and Development: Core Function - Economic Development/Planning	-	16,689	165,848	8,000	49,128	-	-	-	-	-	3,239,726
23	Planning and Development: Core Function - Project Management Unit	-	-	-	-	130,995	150,000	-	-	-	-	-
24	Planning and Development: Core Function - Town Planning, Building Regulations and Enforcement, and City Engineer	804,061	115,845	-	7,000	-	-	-	-	-	-	117,315,488
25	Public Safety: Core Function - Fire Fighting and Protection	-	5,543	2,988,448	3,090,500	4,144,124	500,000	500,000	1,420,000	500,000	500,000	15,570,000
26	Road Transport: Core Function - Police Forces, Traffic and Street Parking Control	7,470,284	621,839	441,491	4,240,000	540,622	1,800,000	2,500,000	1,700,000	700,000	700,000	10,650,000
27	Road Transport: Core Function - Roads	67,895,159	64,400,084	77,076,695	27,550,000	45,600,718	95,454,000	6,000,000	20,800,000	6,500,000	6,500,000	842,444,797
28	Sport and Recreation: Core Function - Community Parks (including Nurseries)	991,737	329,703	753,904	800,000	1,206,058	700,000	500,000	500,000	500,000	500,000	12,200,000
29	Sport and Recreation: Core Function - Recreational Facilities	1,823,091	2,884,230	2,195,451	6,450,000	6,620,937	5,680,163	6,350,000	8,350,000	1,350,000	1,350,000	3,281,739
30	Sport and Recreation: Core Function - Sports Grounds and Stadiums	12,745,722	13,231,584	20,667,858	22,798,204	19,801,628	8,500,000	8,000,000	6,500,000	-	-	34,618,020
31	Waste Management: Core Function - Solid Waste Removal	5,353,592	15,592,655	2,896,791	15,285,000	3,685,000	2,600,000	13,500,000	1,500,000	1,500,000	1,500,000	10,000,000
32	Waste Management: Core Function - Street Cleaning	-	-	190,000	-	-	-	-	-	-	-	-
33	Waste Water Management: Core Function - Public Toilets	-	-	-	1,000,000	-	-	-	-	-	-	-
34	Waste Water Management: Core Function - Sewerage	-	123,920	-	-	-	-	-	-	-	-	1,212,274,958
35	Waste Water Management: Core Function - Waste Water Treatment	191,144,431	206,196,348	56,164,519	21,656,438	40,286,024	1,985,000	1,910,000	1,500,000	41,782,000	41,282,000	1,510,219,630
36	Water Management: Core Function - Water Distribution	124,472,320	107,563,292	174,039,211	99,954,615	58,613,492	45,149,000	20,112,814	18,232,000	8,000,000	8,000,000	7,000,000
37	Grand Total	544,188,637	652,978,143	572,533,531	378,029,950	293,413,739	217,149,000	113,479,000	112,702,000	109,782,000	109,782,000	5,524,812,985

Capital expenditure trends over the years shown in Table 4.4 above are depicted in Graph 4.7 below. It is clear from Graph 4.7 that the majority of capital expenditure is invested in those categories previously known as trading services (water, electricity, waste water and refuse removal infrastructure) and roads infrastructure. The investment in these infrastructure services stimulates economic growth and especially the trading services generate revenue that increases our tax base.

Figure 34: Capital Expenditure per Standard Classification



4.10.3 Linking of the Capital Budget to the IDP

Table 4.5 below depicts the main types of capital expenditure projects linked to the Key Focus Areas, as set out in Chapter 3 of the IDP.

As can be seen from Table 4.5 below, the majority of capital expenditure for the MTREF relates to KFA 26: Water & sanitation services and infrastructure (29.4%); KFA 24: Energy supply and infrastructure (25.9%); and, KFA 25: Transport, roads and storm water infrastructure (20.4%).

Table 4.6 below depicts the main types of capital expenditure projects linked to the Key Focus Areas and the funding source for the 2020/2021 year, as set out in Chapter 3 of the IDP.

As can be seen from Table 4.6 below, the majority of capital expenditure for the 2020/2021 year relates to KFA 26: Transport, roads and storm water infrastructure, specifically for the widening of Oosbosch Street to a dual carriageway, inclusive of an additional two-lane bridge over the Bergriver. Of the total budget for this project, 80% will be funded from a Provincial transport grant, as Oosbosch Street connects two jointly significant roads, namely Bergriver Boulevard and Jan van Riebeeck in Paarl.

Table 106: Capital Expenditure per Key Focus Area

CAPITAL EXPENDITURE PER KEY FOCUS AREA OVER THE MTREF							
Serial Number	Key Focus Area	Description of Key Focus Area	Draft 2020/2021 Capital Budget	Draft 2021/2022 Indicative Capital Budget	Draft 2022/2023 Indicative Capital Budget	Draft 2023/2024 Indicative Capital Budget	Draft 2024/2025 Indicative Capital Budget
Column Reference	A	B	C	D	E	F	G
1	KFA 4	Policies & Bylaws	100,000	-	-	-	-
2	KFA 8	Customer Relations Management	100,000	-	-	-	-
3	KFA 14	Supply Chain Management	1,500,000				
4	KFA 21	Systems & Technology	2,367,294	1,400,000	1,400,000	1,400,000	1,400,000
5	KFA 23	Equipment & Fleet Management	1,233,543	4,156,186	8,550,000	11,100,000	11,600,000
6	KFA 24	Energy Supply & Infrastructure	31,700,000	41,200,000	33,500,000	32,700,000	32,700,000
7	KFA 25	Transport, Roads & Stormwater Infrastructure	95,454,000	6,000,000	20,800,000	6,500,000	6,500,000
8	KFA 26	Water & Sanitation Services & Infrastructure	48,234,000	23,522,814	21,232,000	51,282,000	50,782,000
9	KFA 27	Solid Waste Management & Infrastructure	2,600,000	13,500,000	1,500,000	1,500,000	1,500,000
10	KFA 28	Municipal and Public Facilities	970,000	1,200,000	1,400,000	900,000	900,000
11	KFA 39	Safety and Security	1,000,000	1,750,000	3,000,000	500,000	500,000
12	KFA 40	Disaster and Emergency Management	-	400,000	1,320,000	400,000	400,000
13	KFA 41	Traffic Control & Licensing	1,300,000	1,300,000	500,000	-	-
14	KFA 42	Municipal Law Enforcement	-	200,000	200,000	200,000	200,000
15	KFA 44	Natural Resources	30,163	600,000	600,000	100,000	100,000
16	KFA 45	Parks & Open Spaces	3,560,000	500,000	500,000	500,000	500,000
17	KFA 50	Sustainable Human Settlements (Housing)	12,350,000	2,500,000	2,450,000	1,450,000	1,450,000
18	KFA 51	Sport, Recreation and Facilities	14,150,000	13,750,000	14,250,000	1,250,000	1,250,000
19	KFA 54	Cemeteries and Crematoria	500,000	1,500,000	1,500,000	-	-
20		TOTAL	217,149,000	113,479,000	112,702,000	109,782,000	109,782,000

Table 107: Capital Expenditure per Key Focus Area and source of funding

CAPITAL EXPENDITURE PER KEY FOCUS AREA AND SOURCE OF FUNDING					
Serial Number	Key Focus Area	Description of Key Focus Area	2020/2021 Capital Budget Funding Source: CRR	2020/2021 Capital Budget Funding Source: Grants	Total 2020/2021 Capital Budget
Column Reference	A	B	C	D	E
1	KFA 4	Policies & Bylaws	100,000		100,000
2	KFA 8	Customer Relations Management	100,000		100,000
3	KFA 14	Supply Chain Management	1,500,000		1,500,000
4	KFA 21	Systems & Technology	2,367,294		2,367,294
5	KFA 23	Equipment & Fleet Management	1,233,543		1,233,543
6	KFA 24	Energy Supply & Infrastructure	4,700,000	27,000,000	31,700,000
7	KFA 25	Transport, Roads & Stormwater Infrastructure	22,454,000	73,000,000	95,454,000
8	KFA 26	Water & Sanitation Services & Infrastructure	4,585,000	43,649,000	48,234,000
9	KFA 27	Solid Waste Management & Infrastructure	2,600,000	-	2,600,000
10	KFA 28	Municipal and Public Facilities	970,000	-	970,000
11	KFA 39	Safety and Security	1,000,000	-	1,000,000
12	KFA 41	Traffic Control & Licensing	1,300,000		1,300,000
13	KFA 44	Natural Resources	30,163		30,163
14	KFA 45	Parks & Open Spaces	960,000	2,600,000	3,560,000
15	KFA 50	Sustainable Human Settlements (Housing)	5,450,000	6,900,000	12,350,000
16	KFA 51	Sport, Recreation and Facilities	150,000	14,000,000	14,150,000
17	KFA 54	Cemeteries and Crematoria	500,000	-	500,000
18		TOTAL	50,000,000	167,149,000	217,149,000

4.11 CAPITAL EXPENDITURE FUNDING

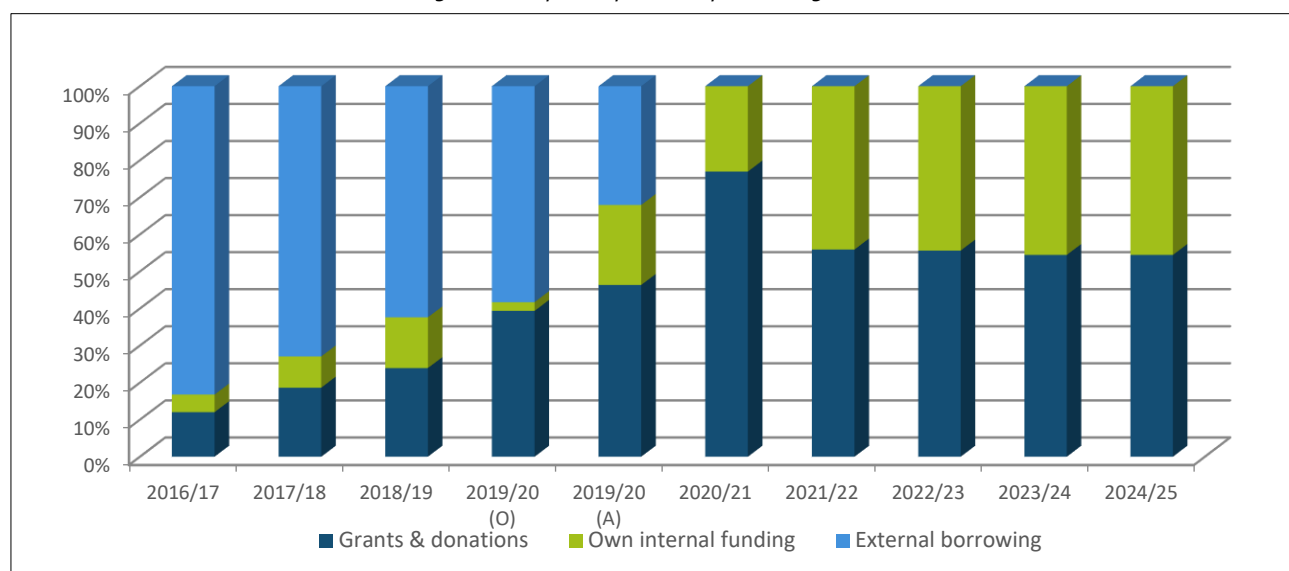
Capital expenditure is funded through own revenue, grants and donations from outside stakeholders and external borrowings. Own revenue can only be generated through operating budget surpluses, but, this means that Drakenstein's customer base must pay for it through property rates and service charges levied. Grants and donations through government programmes and private investors are another important funding source. Government programmes will usually give grants for bulk infrastructure services and internal infrastructure services where the investment in infrastructure is needed to provide basic services to the poor. Private investors will contribute levies to improve bulk services provision and to invest in basic infrastructure services for township development.

The capital expenditure funding trends over the ten years under review are set out in Table 4.7 and Graph 4.8 below. In Graph 4.8 below it is clear that external borrowings (light blue colour) was the main source of funding of capital expenditure for the period 2016/2017 till 2018/2019. Due to restructuring of loans no debt will be taken up during the period 2020/2021 until 2024/2025. It also clearly shows that own funding (green colour) is becoming the only other funding source. These reserves need to be rebuilt as from the 2020/2021 financial year as indicated in Table 4.3 and Graph 4.5 above. Therefore, the decision to limit capital funding from own funds to R50 million per year until 2029/2030. Grant funding (dark blue colour) fluctuates depending on the success of business plan applications for grant funding from government and funding agency programmes.

Table 108: Capital Expenditure per Funding Source

2020/2021 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER FUNDING SOURCE												
Serial Number	Description	Audited Expenditure 2016/2017	Audited Expenditure 2017/2018	Audited Expenditure 2018/2019	Original Budget 2019/2020	Revised Capital Budget 2019/2020	Draft 2020/2021 Indicative Capital Budget	% of Total Funding	Draft 2021/2022 Indicative Capital Budget	Draft 2022/2023 Indicative Capital Budget	Draft 2023/2024 Indicative Capital Budget	Draft 2024/2025 Indicative Capital Budget
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L
1	CRR	25,900,359	55,131,986	77,581,371	8,881,650	63,412,842	50,000,000	23.0%	50,000,000	50,000,000	50,000,000	50,000,000
2	External Loan	452,848,117	476,159,908	357,114,628	220,340,332	94,003,218	-	0.0%	-	-	-	-
2	Grants	65,440,162	121,686,249	137,033,834	148,807,968	135,997,679	167,149,000	77.0%	63,479,000	62,702,000	59,782,000	59,782,000
4	Insurance	-	-	763,613	-	-	-	0.0%	-	-	-	-
5	Interest Earned	-	-	40,085	-	-	-	0.0%	-	-	-	-
3	Grand Total	544,188,637	652,978,143	572,533,531	378,029,950	293,413,739	217,149,000	100%	113,479,000	112,702,000	109,782,000	109,782,000

Figure 35: Capital Expenditure per Funding Source



4.11.1 External Borrowings

External borrowing as a funding source is capped at 50% of total operating revenue (excluding conditional grants) as per Council's External Borrowing Policy. Due to development opportunities and pressures, Council allowed investment in infrastructure through external borrowings that has led the capped percentage to be exceeded.

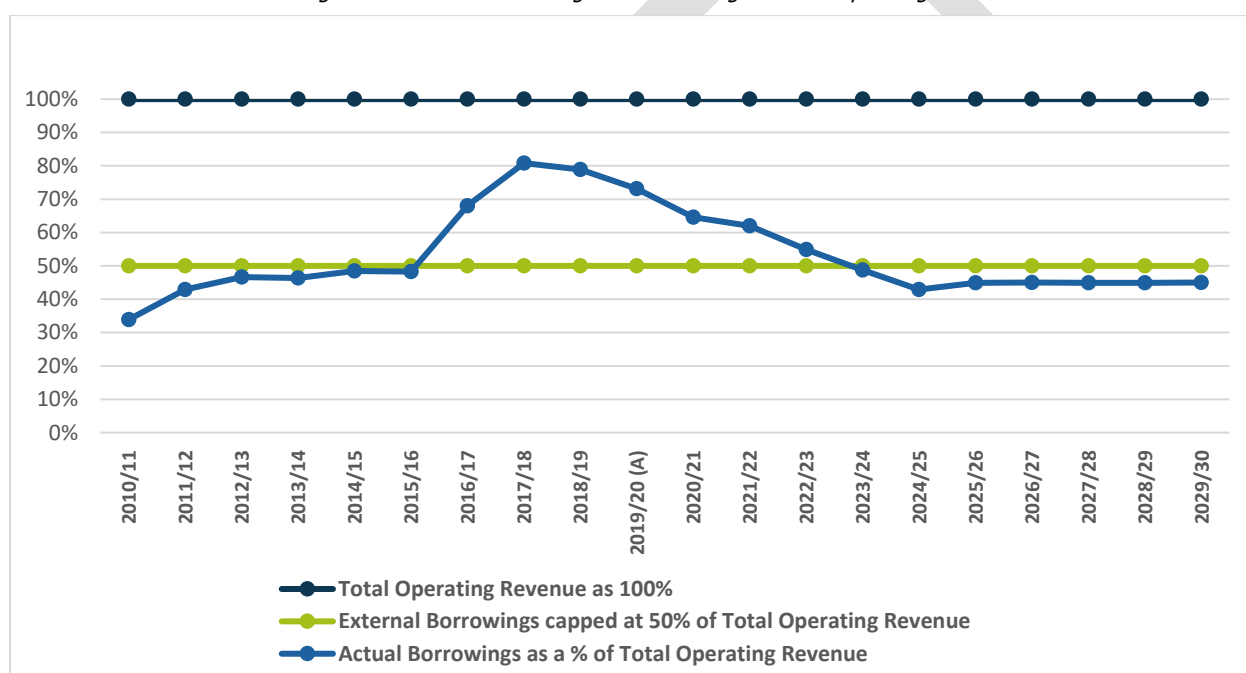
As mentioned before, due to residential and business growth pressures, investment in bulk and other infrastructure to the amount of R4.263 billion was made over the last ten financial years with significant amounts over the last four financial years. This was done based on residential and business growth expectations and the envisaged growth in the tax base to assist with the repayment of the external loans. The capital expenditure was financed through government grants of R846.7 million (23.9%); own Capital Replacement Reserve of R 371.0 million (10.5%); and, external loans of R2.329 billion (65.7%) taken-up with the DBSA, Standard Bank and Nedbank. The external loans were taken-up after the applicable legislative requirements in Section 46 of the Municipal Finance Management Act (MFMA) was adhered to and Council approving the taking-up of the external loans.

Due to the slowdown of the South African economy and in Drakenstein Municipality as well, residential developments are taking place at a slower rate than assumed five years ago. The interest and redemption repayments were strangling the current tax base. For this reason, Council on 6 September 2019 unanimously resolved to authorise the City Manager to negotiate with the Development Bank of Southern Africa (DBSA), Standard Bank and Nedbank to extend existing repayment terms of the ten-year external loans with new refinancing loan agreements for up to 17.5 years - provided that the applicable legislative processes be followed as required by section 46 of the Municipal Finance Management Act. The purpose was to spread the repayment burden over a longer term while the tax base grow.

Due to the restructuring of the external loans of the Development Bank of Southern Africa, Standard Bank and Nedbank, no further external loans will be taken up over the next four financial years. This will assist in decreasing the gearing ratio to 73.1% at the end of the 2019/2020 financial year, before decreasing to 64.6% (2021/2022), 62.0% (2021/2022), 54.9% (2022/2023), 48.7% (2023/2024) and 42.5% (2024/2025) as depicted Graph 4.9 below. This will result that the gearing ratio decrease to below the National Treasury norm of 45% and within the 50% norm of Council's External Borrowing Policy.

The constraints placed on the available funding available for capital project implementation, the moratorium on the taking up of external loans during the loan restructuring period as well as the limited grants received by the Municipality, has necessitated a significant decrease in the capital expenditure over the next 5 years. A limit of R50 million will be available per year from own funds plus the available grants from government programmes.

Figure 36: External Borrowings as a Percentage of Total Operating Revenue



4.11.2 Grant Funding

Drakenstein Municipality's capital grants allocation (IUDG, INEP, WC Transport and etcetera), due to the formulae applied, are substantially lower when compared to secondary cities of the same size. As this formulae is not within the control of the Municipality, it has resolved to source vigorously for government grant funding through government grant and foreign grant programmes. The Municipality has thus set up a Grant Task Team (GTT), a sub-committee of the Revenue Management, Expenditure Management and Cost Containment Committee that is under the leadership of the Accounting Officer, to ensure the sourcing of additional grant funding is dealt with in a much more focused and strategic manner. The role of the GTT is to unlock any possible grant funding, in addition to the current conventional government grant funding streams available via the Division of Revenue Act (DoRA). The sub-committee reports in monthly intervals to the Revenue Management, Expenditure Management and Cost Containment Committee.

The GTT has updated business plans for 12 projects, with a total value of approximately R700 million, that is ready to be submitted to a suitable grant funding source/agent – see Table 4.7 below. Of these 12 projects, the top 5 infrastructure projects were identified and ranked as indicated on the list of business plans to ensure that these projects are prioritised to be the first to receive grant funding should funding become available in the immediate future.

Table 109: Grant funding business plans in hand

Drakenstein Municipality						
Grant Funding Business plans (In-hand)						
No.	Project Name	Estimated Project Cost	Estimated Grant allocation	Estimated Counter funding	Focus Area	%
Column ref	A	B	C	D	E	F
1	Upgrading of Paarl WWTW	R 668,212,478	R 348,673,271	R 319,539,207	Sanitation	58.2
2	Simondium Bulk Sewer	R 40,621,000	R 23,966,390	R 16,654,610	Sanitation	
3	Vlakkeland: Sewer	R 31,387,228	R 28,593,765	R 2,793,463	Sanitation	
4	Simondium Bulk Water	R 28,230,000	R 15,526,000	R 12,704,000	Water	6.6
5	Vlakkeland: Water	R 33,196,939	R 30,209,214	R 2,987,725	Water	
6	Vlakkeland: Stormwater	R 84,685,194	R 71,558,990	R 13,126,204	Stormwater	10.4
7	Vlakkeland Streetlighting	R 2,728,241	R 2,728,241	R -	Electricity	0.4
8	Upgrading of New Orleans Sports Field	R 26,841,230	R 26,841,230	R -	Sport	24.4
9	Ambachtsvallei Indoor Centre	R 34,328,099	R 34,328,099	R -	Sport	
10	Upgrading of Hermon Sports Field	R 25,248,273	R 25,248,273	R -	Sport	
11	Dal Jasaphat Sport Stadium	R 70,264,425	R 70,264,425	R -	Sport	
12	Fairylands Sports Facility (Groenheuwel)	R 11,155,024	R 11,155,024	R -	Sport	
13						
14	TOTAL		R 689,092,922	R 367,805,209		100.0

Furthermore, a list of projects currently on the 2019/20 budget were identified as projects that are either implementation ready or able to immediately spend additional funding through existing rates tenders, with a special focus on poor beneficiaries, basic services and informal settlements to ensure alignment with the typical conditions of DoRA infrastructure grants. (i.e. MIG, IUDG, EPWP, RBIG, WSIG, etc.)

The total value of additional grant funding able to be spent by 30 June 2020 is estimated as R75 million. These projects are listed in Table 4.8 below.

Table 110: Projects ready to spend additional grants on

PROJECTS READY TO IMMEDIATELY SPEND ADDITIONAL GRANT FUNDS IN CURRENT 2019/20 FINANCIAL YEAR						
No.	Priority Ranking	Project Name	Amount	Max Monthly expenditure rate	Business plan/Master plan in place (Yes/No)	Tender in place (Yes/No)
Column ref	A	B	C	D	E	F
1	1	REPLACE / UPGRADE WATER RETICULATON SYSTEMS (HOOFWEG WATER PIPE LINE - WELLINGTON)	R 16,100,000	R 2,012,500	Yes	Yes
2	2	ERADICATION OF SEWER NETWORK BACKLOG	R 8,500,000	R 1,062,500	Yes	Yes
3	3	EXTENSION OF BASIC SERVICES: INFORMAL SETTLEMENTS	R 4,300,000	R 537,500	Yes	Yes
4	4	YSTERBRUG TO VICTORIA PUMPSTATION	R 15,800,000	R 1,975,000	Yes	Yes
5	5	RESEAL OF STREETS IN TERMS OF THE RAMS	R 12,200,000	R 1,525,000	Yes	Yes
6	6	UPGRADING OF OOSBOSCH STREET	R 3,500,000	R 437,500	Yes	Yes
7	7	ELECTRIFICATION OF INFORMAL AREAS AND BACKYARDERS	R 10,000,000	R 1,250,000	Yes	Yes
8	8	BOREHOLES INFRASTRUCTURE	R 5,200,000	R 650,000	Yes	Yes
9		TOTAL	R 75,600,000			

The following grant applications are in process and current grant programmes are pending:

- DBSA IIPSA funding:** R27.9 million grants received for planning activities. Successful implementation may result in Drakenstein Municipality being eligible for possible additional grant funding from DBSA.
- DBSA grant funding:** for Capital Expenditure Framework (CEF) and Infrastructure Master Plans: Funding of R4 million has been approved.
- Department of Environmental Affairs – Operation Phakisa:** Operation Phakisa is a Presidential programme established to support the implementation of the National Development Plan to promote the SA economy through various waste management initiatives which contributes to the GDP of the country through job creation; reducing negative environmental impact; formalization & protection of informal workers; and economic transformation. The following 5 proposals were submitted as listed in the table below:

PROJECT NAME	AMOUNT
Wellington Landfill Site: Material Recovery Facility (MRF)/Transfer Station	R 43,700,000
Wellington Landfill Site: Provision of Sustainable alternative disposal methods for organic food waste (Biogas Plant)	R 18,300,000
Wellington WWTW: Re-Use of Effluent	R 167,000,000
Drakenstein Lightweight Bricks Manufacturing using Recycled Polystyrene	R 52,900,000
Recycling Awareness campaign	R 1,200,000
TOTAL VALUE OF APPLICATIONS	R 283,100,000

- Department of Local Government:** R2 million received through the Area Lighting Programme.
- Department of Human Settlements:** Funding for Simondium - Innovative Technology “Bubbler Sewer System”.

- (f) **Department of Energy (DoE)/DBSA Support Programme:** Drakenstein identified as a pilot for the roll-out of a DBSA grant for electricity backlog eradication, for operational and capital projects.
- (g) **Department of Water & Sanitation (DWS) Water Services Infrastructure Grant (WSIG):** Funding application for Water Demand Management approved in principle for approximately R5 million.
- (h) **Neighbourhood Development Partnership Programme (NDPG):** Funding support and approval to proceed with planning processes, received from National Treasury.

4.12 PRIORITISATION MODEL FOR CAPITAL ASSETS INVESTMENT

Drakenstein developed a Prioritisation Model for Capital Assets Investment that was implemented from the start of the 2013/2014 financial year. The purpose of the policy is to allocate available revenue for capital investment through a points system based on thirteen principles. These principles are statutory requirement; service delivery; essential service; economic stimulation; community benefit; permanent job creation; labour intensive construction; revenue generating; aesthetical improvement; social upliftment; spatial development framework compliance; risk factor and time factor.

Three main categories were defined i.e. basic services infrastructure and roads, social and economic infrastructure and operational infrastructure. It needs to be noted that these categories do not concur with the GFS standard classifications. Each of these infrastructure categories will receive a percentage allocation of prioritised funds. Prioritised funds mean conditional grants, own revenue and external borrowings to be distributed amongst the prioritised capital projects on the capital programme.

Basic services and roads infrastructure comprising of electricity main supply and networks; water main supply and networks; sewer main supply and networks; solid waste infrastructure; and, roads and storm water will receive approximately 70% of prioritised funds.

Social and economic infrastructure comprising of public safety; parks and recreation; environmental; libraries; sport and recreation facilities; arts and culture; new urban development; business development; industrial development; any development that will help grow the local economy and that will create jobs; labour intensive capital projects; and etcetera will receive approximately 20% of prioritised funds.

Operational infrastructure comprising of vehicles, plant and equipment; computer hardware and software; communication networks; office furniture and equipment; machinery, tools and equipment; municipal office buildings; and etcetera will receive approximately 10% of prioritised funds.

During 2019/20 the municipality acquired a Capital Project Prioritisation & Monitoring Software, which was necessitated by the inclusion of the municipality as part of the intermediate city programme receiving the Integrated Urban Development Grant (IUDG). As part of having access to the grant, the Department of Cooperative Governance (DCOG) requires of intermediate city municipalities to compile an annual CEFs according to the legislative requirement stated in the Spatial Planning and Land Use Management Act (Act

No 16 of 2013) and aligned to the requirements stated in the Integrated Urban Development Framework (IUDF).

The benefit of such a Capital Expenditure Framework (CEF), is that it allows municipalities the ability to plan in an integrated manner and prioritise infrastructure investment in such a way that it will improve the distribution of investment and result in improved spatial development.

The software acquired assists the municipality to improve the management of capital projects planning, budgeting and prioritisation and reporting. The tool encompasses several features, including being able to assist with the respective life cycle phases of the capital projects and prioritisation of capital budgets.

The software would necessitate the updating of the current Prioritisation Model for Capital Assets, as it now provides for a multi-tiered approach to prioritisation, and application of prioritisation of strategic outcomes, budget capping based on collective strategic targets and consideration of investment requirements based on the outputs of long-term sector planning and asset management systems.

The quality of the current Prioritisation Model for Capital Assets that is performed is normally limited by the granularity of data and the availability/adequacy of information.

The new software, as the process of information management is enhanced, will allow for improved prioritisation. Furthermore, the software will be used to ensure, prior to prioritisation, that projects are prepared to a level where in the originator of future capital projects can:

- (a) Demonstrate that the proposed project meets the functional requirements and objectives, and is aligned to meet the need it seeks to address;
- (b) Aligns the proposed projects to the city's strategic programmes and KPAs, already demonstrating how these projects could contribute and align towards meeting of the city's strategic objectives;
- (c) Demonstrate that the proposed project is properly planned and ready to be implemented, should it receive budget;
- (d) Ascertain the capital and operational expenditure of the proposed project, to a sufficient level of accuracy, over the full project life-cycle;
- (e) Ascertain accessibility to grants, impact on municipal revenue and expenditure; and
- (f) Determine and document any risks and concerns that may result in project failure, inclusive of a plan to manage or eliminate such risks.

Table 4.9 below depicts the allocations per infrastructure type. Basic services infrastructure in 2020/2021 will receive 71.2% of the total capital budget. Over the MTREF basic services infrastructure will receive 43.69% (2021/2022), 48.8%; (2022/2023), 63.6 (2022/23) and 63.6% (2024/2025) of the total capital budget.

Social and economic infrastructure will receive 21.9% of the total capital budget. Over the MTREF social and economic infrastructure will receive 40.9% (2021/2022), 39.3% (2022/2023), 22.2% (2022/2023) and 22.2% (2024/2025) of the total capital budget.

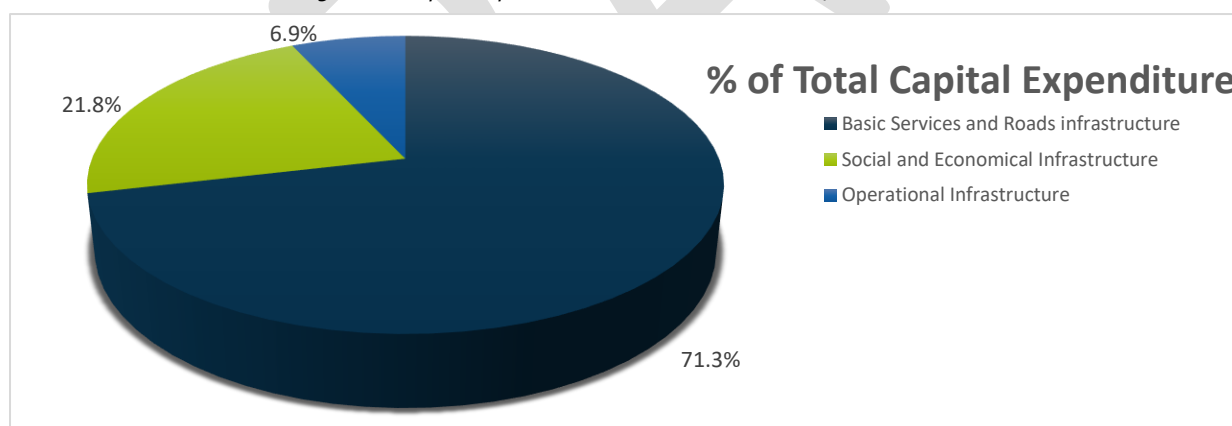
Operational infrastructure will receive 6.9% of the total capital budget. Over the MTREF operational infrastructure will receive 15.5% (2021/2022), 11.9% (2022/2023), 14.3% (2022/2023) and 14.30% (2024/2025) of the total capital budget.

Table 111: Allocations per Infrastructure Type

2020/2021 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER INFRASTRUCTURE TYPE AND FUNDING												
Serial Number	Infrastructure Type / Funding Source	Draft 2020/2021 Budget	Distribution %	Draft 2021/2022 Indicative Capital Budget	Distribution %	Draft 2022/2023 Indicative Capital Budget	Distribution %	Draft 2023/2024 Indicative Capital Budget	Distribution %	Draft 2024/2025 Indicative Capital Budget	Distribution %	Draft 2025/2026 Budget Needs and Onwards
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L
1	Basic Services and Road Infrastructure	154,773,000	71.3%	49,529,000	43.6%	55,032,000	48.8%	69,782,000	63.6%	69,782,000	63.6%	4,577,500,649
2	Grants	123,549,000	56.9%	24,529,000	21.6%	26,032,000	23.1%	39,782,000	36.2%	39,782,000	36.2%	374,853,898
3	Prioritised Funds	31,224,000	14.4%	25,000,000	22.0%	29,000,000	25.7%	30,000,000	27.3%	30,000,000	27.3%	4,202,646,751
4	Social & Economical Infrastructure	47,440,163	21.8%	46,400,000	40.9%	44,270,000	39.3%	24,350,000	22.2%	24,350,000	22.2%	262,574,366
5	Grants	43,600,000	20.1%	38,950,000	34.3%	36,670,000	32.5%	20,000,000	18.2%	20,000,000	18.2%	13,871,739
6	Prioritised Funds	3,840,163	1.8%	7,450,000	6.6%	7,600,000	6.7%	4,350,000	4.0%	4,350,000	4.0%	248,702,627
7	Operational Infrastructure	14,935,837	6.9%	17,550,000	15.5%	13,400,000	11.9%	15,650,000	14.3%	15,650,000	14.3%	684,737,970
8	Grants	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	250,000
9	Prioritised Funds	14,935,837	6.9%	17,550,000	15.5%	13,400,000	11.9%	15,650,000	14.3%	15,650,000	14.3%	684,487,970
10	Grand Total	217,149,000	100.0%	113,479,000	100.0%	112,702,000	100.0%	109,782,000	100.0%	109,782,000	100.0%	5,524,812,985

For the 2020/2021 financial year the distribution is as depicted in Graph 4.10 below.

Figure 37: Capital Expenditure Distribution for the 2020/2021 Financial Year



The prioritised funds used for the allocations to the above infrastructure categories reflected in Drakenstein's capital budget come from the Municipality's operating revenue surpluses (CRR), grants and external borrowings. In Table 4.10 below it is clear that operating surpluses to the amount of R250.0 million will contribute 37.7% of the total capital budget of R663.0 million over the 2020/2025 MTREF. Grants will contribute R413.0 million or 62.7% of the total capital budget. No external borrowings will be entered into.

Table 112: Available Funding Sources

AVAILABLE FUNDING SOURCES TO BE USED FOR THE PRIORITISATION MODEL FOR CAPITAL ASSET INVESTMENT													
Serial Number	Financial Year	Capital Replacement reserve	% of Total Capex	External Loans	% of Total Capex	Prioritised Capex (Prioritisation Model)	% of Total Capex	Total Own Funding	% of Total Capex	Grants	% of Total Capex	Capital Budget Totals	% of Total Capex
Column Reference	A	B	C	D	E	F	G	H	I	J	K	L	M
1	2020/2021	50,000,000	23.0%	-	0.0%	50,000,000	23.0%	50,000,000	23.0%	167,149,000	77.0%	217,149,000	100.0%
2	2021/2022	50,000,000	44.1%	-	0.0%	50,000,000	44.1%	50,000,000	44.1%	63,479,000	55.9%	113,479,000	100.0%
3	2022/2023	50,000,000	44.4%	-	0.0%	50,000,000	44.4%	50,000,000	44.4%	62,702,000	55.6%	112,702,000	100.0%
4	2023/2024	50,000,000	45.5%	-	0.0%	50,000,000	45.5%	50,000,000	45.5%	59,782,000	54.5%	109,782,000	100.0%
5	2024/2025	50,000,000	45.5%	-	0.0%	50,000,000	45.5%	50,000,000	45.5%	59,782,000	54.5%	109,782,000	100.0%
6	MTREF Totals	250,000,000	37.7%	-	0%	250,000,000	37.7%	250,000,000	37.7%	412,894,000	62.3%	662,894,000	100%
7	2025/2026	851,242,572	15.4%	4,284,594,776	78%	5,135,837,348	93.0%	5,135,837,348	93.0%	388,975,637	7.0%	5,524,812,985	100%
8	Grand Totals	1,101,242,572	17.8%	4,284,594,776	69%	5,385,837,348	87.0%	5,385,837,348	87.0%	801,869,637	13.0%	6,187,706,985	100%
9													
10													
11													
12													

Capital budget for the next five years to address IDP needs =	662,894,000	10.71%
IDP needs in capital programme that could not be addressed in the next five years =	5,524,812,985	89.29%
Total capital programme based on IDP needs =	6,187,706,985	100.00%

The five-year MTREF indicates that the capital programme of R663 million will only address 10.71% of Drakenstein's total capital programme needs of R6.188 billion. It is imperative to solve the unfunded and underfunded mandate issues to allow the operating budget to generate more operating surpluses to boost the funding of capital projects through own revenue.

4.13 LONG-TERM FINANCIAL SUSTAINABILITY RATIOS

The Long-Term Financial Sustainability Policy of Council refers to three key financial indicators or ratios that influence long-term financial sustainability planning and budgeting. They are:

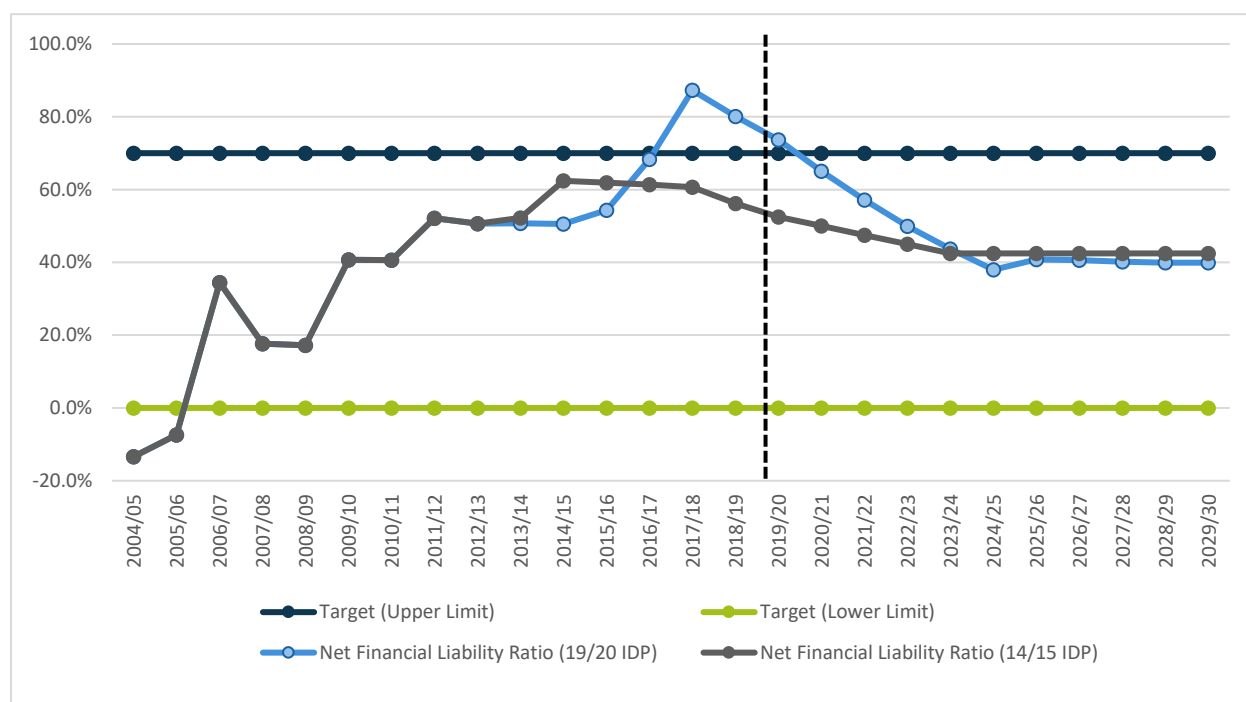
- An **operating surplus ratio** to influence financial performance planning and budgeting;
- A **net financial liabilities ratio** to influence financial position planning and budgeting; and
- An **asset sustainability ratio** to influence asset management performance planning and budgeting.

4.13.1 Operating surplus ratio

In paragraph 4.9 above the operating surplus ratio was discussed in detail. The discussions included envisaged actions to get closer to a balanced budgeted and an operating surplus above 0% by 2024/2025. This view needs to be intensified to rather reach a balanced budget by 2022/2023. The intension is to increase this operating surplus to about 4.5% in 2029/2030 to become less dependable on external borrowings on the long-term.

4.13.2 Net financial liability ratio

Figure 38: Net Financial Liability Ratio



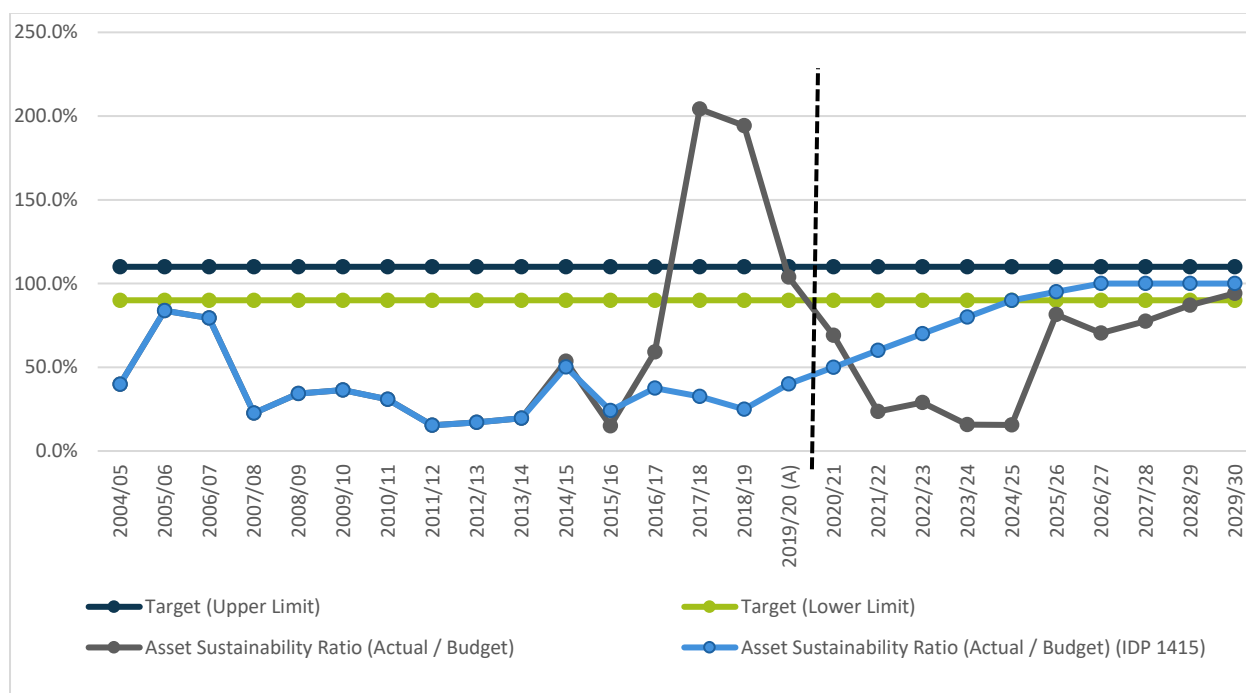
Graph 4.11 above sketches the net financial liability ratio picture. The depletion of reserves and the taking up of external loans is the main reasons why the ratio drastically increased from 2004/2005 to 2011/2012. Drakenstein went over the sustainability limit of 70% in 2017/2018 and this will continue until 2020/2021 due to the extensive investment in revenue generating infrastructure (electricity, water and waste water) as discussed in detail in paragraph 4.10 above. During 2020/2021 till 2024/25 it will decrease significantly due to the moratorium on the taking up of long-term borrowings.

The only way to reduce the net financial liability ratio is to reduce the gearing ratio to below 50% over the long-term as depicted in Graph 4.9 (external borrowings as a percentage of total operating revenue) above. This however goes together with the assumption that the operating budget must yield higher operating surpluses as depicted in Graph 4.5 (operating surplus ratio) above.

4.13.3 Asset sustainability ratio

The asset sustainability ratio is calculated by dividing the capital expenditure amount spent on the renewal/replacement of asset infrastructure by the depreciation expenditure. This would be an indicator to ensure that existing infrastructure is sufficiently replaced or renewed when they reach their useful life.

Figure 39: Asset Sustainability Ratio



Based on this indicator about 17.9% (R1.107 billion) of the capital programme needs (R6.188 billion) for the 2020/2025 MTREF needs to be spent on the renewal/replacement of existing infrastructure to ensure that the same quality of services is kept being rendered. This is simply not obtainable, as the affordable capital budget over the 2020/2025 MTREF is only R663 million. The municipality thus requires urgent assistance from National and Provincial Government in the form of capital grants, to ensure that a healthy asset sustainability ratio is maintained.

Based on the 2020/2025 MTREF capital budget 69%, 24%, 29%, 16% and 15% of the capital budget expenditure are related to the renewal, replacement and upgrading of existing infrastructure. National Treasury's norm is 40%, thus the current spending models for the outer years are lower than this norm. The reason for this is the significant decrease in the capital budget over the MTREF due to the moratorium on the taking up of new loans. Drakenstein Municipality also do not get their fair share of government grants for a developing municipality compared with other secondary and intermediary cities. Due to the Municipality's dependency on capital grants over the next five years, there is a distinct possibility that the **incentive portion of the IUDG allocations might decrease** over the next few financial years.


Graph 4.12 above, illustrates the effect of the reduction of the capital budget over the MTREF. Current capital expenditure spending trends project that existing infrastructure are not being renewed/replaced sufficiently or maintained efficiently to prevent future renewal "backlogs". If future renewal "backlogs" are not addressed, it will result in a reduction of service levels and will likely create a burden on future ratepayers; who will either have to incur substantial financial costs to restore the assets or it will result in a convenience cost from not being able to utilise the assets. Examples are the closure of roads due to excessive pot holes, unacceptable blue drop and green drop statuses due to quality standards not maintained and etcetera.

The decrease in the capital budget is an attempt by Drakenstein to decrease its gearing ratio over the MTREF. The ratio decreases up to 2024/2025, before it stabilises over the last five outer years reaching the acceptable limits of between 90% and 110% by 2029/30.

4.14 CONCLUSION

The continued improvement and development of an effective financial planning process aids the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Long-Term Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that Drakenstein remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Long-Term Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing and balanced operating budgets will certainly ensure the sustainability of the Municipality over the short-, medium- and long-term.

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- CHAPTER 1: Introduction and Background**
- CHAPTER 2: Situational Analysis**
- CHAPTER 3: Development Plan**
- CHAPTER 4: Long-term Financial Plan**
- CHAPTER 5: Performance Management**
-

5. CHAPTER 5 INTRODUCTION

The Drakenstein Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and to measure the progress made in achieving the objectives as set out in the IDP.

Implementation of The Service Delivery and Budget Implementation Plan (SDBIP) in the IDP ensures that the Municipality implements programmes and projects based on the IDP targets and the approved budget. The performance of the Municipality is reported on in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

Two key internal combined assurance tools are internal performance audit and risk management. This ensure that all activities undertaken adequately address significant risks and put in place control mechanisms to mitigate said risks in order to attain set performance targets

In addition to performance management legislation and regulations, the Performance Management Policy seeks to promote a culture of performance management within the Municipality. A conducive performance management culture will ensure that the developmental objectives as construed in the IDP gets relevance in the performance agreements of senior managers and consequence implementation thereof.

The Performance Management Policy of the Municipality was reviewed in January 2019 in an effort to streamline performance management processes to ensure that the new five-year IDP (2017-2022) becomes an implementable plan with measurable performance objectives and furthermore is in line with the secondary objective of Monitoring and Evaluation as well as Employee Efficiency.

The Performance Management Policy includes the following objectives that the Municipality's PMS should fulfil:

- The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team;
- The PMS should facilitate learning in order to enable the Municipality to improve service delivery;
- It is important that the PMS ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary; and
- The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

As a result of the preceding, the Performance Management Policy clarifies the roles and responsibilities of each of the stakeholders involved in the PMS of the Municipality. This negates any confusion that

might arise in the Municipality's pursuit to speed up delivery and to enhance the quality of services to its local constituents.

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

The format of the Service Delivery Budget Implementation Plan (SDBIP) is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of the said Circular Number 13 the Service Delivery Budget Implementation Plan (SDBIP) must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation.

MFMA Circular No. 13:

The SDBIP serves as a "contract" between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, *senior managers* and community.

5.1 HIGH LEVEL SDBIP TARGETS AND INDICATORS

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13. The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

5.2 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the Municipality's boundaries.

Monthly Reporting:

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

Quarterly Reporting:

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

Mid-year Reporting:

Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

5.3 MONITORING AND THE ADJUSTMENTS BUDGET PROCESS

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

5.3.1 EMPLOYEE EFFICIENCY MONITORING (EEM)

EEM is a component of the Performance Management System (PMS) in Drakenstein Municipality.

The Employee Efficiency Monitoring tool was developed in order to ensure that staff are committed in delivering excellent services to our local communities with the relevant support from managers/supervisors. The tool will also assist in enhancing service delivery.

The Job description is utilised to monitor the efficiency of employees and is the contract between the employee and employer for service delivery.

The benefits of the Employee Efficiency Monitoring Tool are as follows:

- Coaching and mentoring opportunities;
- Improvement of communication between line manager/supervisors and subordinates;
- Identification of areas of improvement/development;
- Identification of development initiatives (WSP);
- Rectification of Job Description;
- Identification of Tools of Trade; and
- Recognition of staff exceeding expectation.

**KEY PERFORMANCE AREA (KPA) 1:
GOOD GOVERNANCE**

**KFA 01:
Governance
Structures**

**KFA 02:
Risk Management
and Assurance**

**KFA 03:
Stakeholder
Participation**

**KFA 04:
Policies and
By-Laws**

**KFA 05:
Inter-
Governmental
Relations (IGR)**

**KFA 06:
Communications
(Internal and
External)**

**KFA 07:
Marketing
(Branding and
Website)**

**KFA 08:
Customer Relations
Management**

No.	Policies linked to KPA 1
1.	Recruitment and Selection Policy
2.	Rules Regulating the Election and Establishment of Ward Committees
3.	Ward Committee Policy
4.	Travel and Subsistence Policy
5.	Roles & Responsibilities of Council, Political Structures, Office Bearers & Municipal Manager
6.	Fraud Prevention Policy
7.	Enterprise Risk Management Policy
8.	Public Participation Policy
9.	Marketing Strategy
10.	Communication Policy and Strategy
11.	Language Policy
12.	Rules Regulating the Election and Establishment of Ward Committees
13.	Fraud Prevention Policy
14.	Marketing Strategy
15.	Communication Policy and Strategy
16.	Policy for Formulation, Development and Review of Policies

No.	Key By-laws linked to KPA 1
1.	By-law: Rules of order regulating the conduct of meetings of the Council of the Municipality of Drakenstein
2.	By-law No 21/2007: Rules of order regulating the conduct of meetings of the Portfolio committees of the Municipality of Drakenstein

KEY PERFORMANCE AREA (KPA) 1: Good Governance

Strategic Objective:			To ensure good governance and the active participation of all relevant stakeholders.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI001	KFA 01. Governance Structures	Monitor the implementation of MayCo and Council Resolutions	Activity	Corporate Services	% implementation of MayCo and Council resolutions in accordance with due dates	-	100%	100%	100%	100%	100%	All	N/A	-	-	NKPA 2	NDP 11	PSO 5	CWDM 3	Outcome
KPI117	KPA 01. Governance Structures	Monitor the implementation of Council resolutions	Activity	Corporate Services	Number of monitoring reports submitted to Council meetings by 30 June	12	11	11	11	11	11	All	11			NKPA 2	NDP 11	PSO 5	CWDM 3	Output
KPI002	KFA 01. Governance Structures	Adoption of Audit Committee recommendations accepted by Council	Activity	Internal Audit Office of the City Manager	Percentage % of Audit Committee recommendations accepted and adopted by Council on a quarterly basis	100%	95%	95%	95%	95%	100% 95%	All	100%			NKPA 2	NDP 11	PSO 5	CWDM 3	Outcome
KPI003	KFA 01. Governance Structures	Attend to formal public complaints received by Ombudsman	Programme	Office of the City Manager	Percentage % of complaints attended to within 30 days of receipt	-	100%	100%	100%	100%	100%	All	N/A	-	-	NKPA 2	NDP 11	PSO 5	CWDM 3	Outcome
KPI004	KFA 02. Risk Management	Investigation of all formally reported fraud, theft and corruption cases	Programme	Risk Management Office of the Municipal Manager	Percentage % of formally reported fraud, theft and corruption investigations initiated within 30 days after receipt	100%	100%	100%	100%	100%	100%	All	100%			NKPA 2	NDP 12	PSO 5	CWDM 3	Output

KEY PERFORMANCE AREA (KPA) 1: Good Governance

Strategic Objective:			To ensure good governance and the active participation of all relevant stakeholders.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI005	KFA 03. Stakeholder Participation	IDP and Budget annual stakeholder consultation	Programme	<u>IDP and Performance Management Office of the City Manager</u>	<u>Number of IDP stakeholder engagements held by 30 June ward and stakeholder engagements held annually (33 wards and 4 stakeholder meetings)</u>	74	66 70	43 70	33 70	33 70	33 70	All	43			NKPA 2	NDP 11	PSO 5	CWDM 3	Output
KPI006	<u>KFA 04. Policies and By-Laws</u>	<u>Review policies and by- laws</u>	<u>Activity</u>	<u>Corporate Services</u>	<u>Percentage % of identified policies and by laws reviewed by 30 June</u>	<u>New KPI</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>All</u>	<u>100%</u>	<u>-</u>	<u>-</u>	<u>NKPA 2</u>	<u>NDP 11</u>	<u>PSO 5</u>	<u>CWDM 3</u>	<u>Output</u>
KPI007	KFA 05. Intergovern mental Relations (IGR)	<u>Development of International & Intergovernmental Relations (I&IGR) Policy Participation in formal District and Provincial meetings</u>	Programme	Corporate Services	<u>Number of I&IGR policies submitted to MayCo by 31 December % of attendance of formal District and Provincial meetings by 30 June</u>	New KPI	1 100%	N/A 100%	N/A 100%	N/A 100%	N/A 100%	All	N/A			NKPA 2	NDP 11	PSO 5	CWDM 3	Output
KPI008	KFA 06. Communicati ons (Internal and External)	<u>External and internal newsletters compiled and issued</u>	Activity	<u>Communication and Marketing Corporate Services</u>	<u>Number of external and internal newsletters issued (12 external and 12 internal) by 30 June</u>	12	12 24	12 24	12 24	12 24	12 24	All	12			NKPA 2	NDP 11	PSO 5	CWDM 3	Output
KPI009	KFA 07. Marketing (Branding and Website)	<u>Submission of Marketing & Branding Plan to MayCo Compile and submit Marketing Strategy to MayCo</u>	Key Initiative	<u>Communication and Marketing Corporate Services</u>	<u>Number of Marketing & Branding Plans submitted to MayCo by 30 June Marketing Strategy compiled and submitted to MayCo by 30 June</u>	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 4	NDP 5	PSO 5	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 1: Good Governance

Strategic Objective:			To ensure good governance and the active participation of all relevant stakeholders.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI010	KFA 07. Marketing (Branding and Website)	Standardisation of marketing and branding	Key Initiative	<u>Communication and Marketing Corporate Services</u>	Number of standardised branding initiatives implemented by 30 June	New KPI	N/A 4	4 N/A	N/A	N/A	N/A	All	N/A			NKPA 5	NDP 11	PSO 5	CWDM 3	Output

**KEY PERFORMANCE AREA (KPA) 2:
FINANCIAL STABILITY**

KFA 9:
Revenue
Management

KFA 10:
Expenditure and
Cost Management

KFA 11:
Budgeting/Funding

KFA 12:
Capital Expenditure

KFA 13:
Asset Management

KFA 14:
Financial Viability

KFA 15:
Supply Management

KFA 16:
Financial Reporting

No.	Policies linked to KPA 2
1.	Travel and Subsistence Policy
2.	Tariff Policy
3.	Customer Care, Credit Control and Debt Collection and Indigent support Policy
4.	GRAP Accounting Policy
5.	Asset Management Policy
6.	Property Rates Policy
7.	Cash and Investment Management Policy
8.	Insurance Policy Supply Chain Management Policy
9.	Petty Cash Policy
10.	Budget and Management Oversight Policy
11.	Fraud Prevention Policy
12.	Long Term Financial Sustainability Policy
13.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
14.	Asset Transfer Policy
15.	Policy on Stock Management
16.	Unforeseen and Unavoidable Expenditure Policy
17.	Virement Policy
18.	Borrowing Policy
19.	Funding and Reserve Policy
20.	Policy on the writing-off of irrecoverable debt
21.	Prioritization model for capital assets investment
22.	Donations Policy
23.	Financial Asset Management Policy
24.	Unclaimed Deposits Policy

No.	Key By-laws linked to KPA 2
1.	By-law on Property Rates
2.	Tariff By-law
3.	Customer care, Credit control, Debt collection and Indigent support By-law

KEY PERFORMANCE AREA (KPA) 2: Financial Sustainability
Strategic Objective:

To ensure financial sustainability in order to meet the statutory requirements.

IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type	Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
					Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI011	KFA 09. Revenue Management	Raise / collect operating budget revenue as per approved budget	Activity	City Manager Office of the City Manager	Percentage % of total Annual Operating Budget revenue raised / received by 30 June	101.63%	98%	98%	98%	98%	All	98%			NKPA 4	NDP 11	PSO 5	CWDM 3	Input Outcome
KPI013	KFA 10. Expenditure and Cost Management	Spend Operating Budget expenditure as per approved Budget	Activity	City Manager Office of the City Manager	Percentage % of total Annual Operating Budget expenditure spent by 30 June	97.10%	95%	95%	95%	95%	All	95%			NKPA 4	NDP 11	PSO 5	CWDM 3	Output Outcome
KPI014	KFA 10- Budgeting / Funding	Submit the Financial Plan for inclusion in the IDP for approval by Council by 30 April (Draft) and by 31 May (Final)	Programme	Financial Services	Financial Plan approved by Council by 30 April and 31 May	-	2	2	2	2	All	N/A			NKPA 4	NDP 11	PSO 5	CWDM 3	Output
KPI015	KFA 11. Budgeting / Funding	Submission of Submit the MTREF (aligned to the IDP) to Council for in principle approval by 31 March and final approval by 31 May	Programme	Financial Services	Number of MTREFs submitted for approval approved by to Council by end March and end 31 May	1	1 2	1 2	1 2	1 2	All	1			NKPA 4	NDP 11	PSO 5	CWDM 3	Input Outcome
KPI016	KFA 11. Budgeting / Funding	Submission of Submit the Adjustments Budget to Council for approval by 28 February	Activity	Financial Services	Number of Adjustments Budgets submitted for approval to Council by 28 February	1	1	1	1	1	All	1			NKPA 4	NDP 11	PSO 5	CWDM 3	Input Outcome

KEY PERFORMANCE AREA (KPA) 2: Financial Sustainability

Strategic Objective:			To ensure financial sustainability in order to meet the statutory requirements.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI017	KFA 12. Capital Expenditure	<u>Actual expenditure</u> Spend at least 96% on of the approved Capital Budget for the Municipality by 30 June (MFMA, S10(c))	Project (Capital)	<u>City Manager</u> Office of the City Manager	<u>Percentage %</u> of approved Capital Budget actually spent for the Municipality by 30 June	99.69%	<u>90%</u> 96%	<u>90%</u> 96%	<u>90%</u> 96%	<u>90%</u> 96%	<u>90%</u> 96%	All	90%			NKPA 4	NDP 11	PSO 5	CWDM 3	<u>Output</u>
KPI018	KFA 11- Capital Expenditure	Compile a Capital Project Implementation Plan and submit to the MM for approval by 30 June 2017 (2017/2018)	Activity	Financial Services	<u>Capital Project Implementation Plan</u> developed and submitted to the MM by end June	-	1	1	1	1	1	All	1			NKPA 4	NDP 11	PSO 5	CWDM 3	<u>Output</u>
KPI019	KFA 13. Asset Management	<u>Submission of</u> Compile a GRAP Compliant Fixed Asset Register to the <u>Auditor General</u>	Activity	Financial Services	<u>Number of</u> Compilation of a GRAP Compliant Fixed Asset Registers submitted to the Auditor General by 31 August as at 30 June	1	1	1	1	1	1	All	1			NKPA 4	NDP 11	PSO 5	CWDM 3	<u>Output</u>
KPI020	KFA 14. Financial Viability	<u>Ratio in respect of Debtor Payment Days (Collect all billed revenue to ensure that sufficient cash is generated to meet Drakenstein's debt and operating commitments)</u> Collect all billed revenue to ensure that sufficient cash is generated to meet Drakenstein's debt and operating commitments	Programme	Financial Services	Net Debtors Days Ratio ((Gross Debtors – Bad Debt Provision) / Billed Revenue)) x 365 (<u>Target Number of days</u>), measured <u>quarterly</u>	New KPI indicator (2015/2016 actual results = 54.2 days)	<u>≤45</u> 50	<u>≤45</u> 48	<u>≤50</u> <u>≤45</u> 47	<u>≤50</u> <u>≤45</u> 46	<u>≤50</u> <u>≤45</u> 45	All	45			NKPA 4	NDP 11	PSO 5	CWDM 3	<u>Output</u>

KEY PERFORMANCE AREA (KPA) 2: Financial Sustainability
Strategic Objective:
To ensure financial sustainability in order to meet the statutory requirements.

IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type	Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years 2022/23	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
					Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22									
KPI021	KFA 15: Supply Chain Management	Disclose in the Annual Financial Statements all deviations condoned by Council	Activity	Financial Services	Number of Disclosure notes in the Annual Financial Statements on all monthly reported deviations condoned by Council submitted to the Auditor General by 31 August	1	1	1	1	1	All	1			NKPA 4	NDP 11	PSO 5	CWDM 3	Output
KPI022	KFA 16: Financial Reporting	Submit the Annual Financial Statements by 31 August to the Office of the Auditor-General	Activity	Financial Services	Number of Annual Financial Statements submitted to the Auditor General by 31 August	1	1	1	1	1	All	1			NKPA 4	NDP 11	PSO 5	CWDM 3	Output
KPI023	KFA 16: Financial Reporting	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MFMA, Reg. S10(g)(iii)) (NKPI) Financial viability measured in terms of the available cash to cover fixed operating expenditure	Activity	Financial Services	Cost coverage ratio (Available cash + investments) / Monthly fixed operating expenditure, measured annually	4.63	>3.0 ±	>3.0 ±	>1.0 ±	>3.0 ±	>3.0 ±	All	>3.0		NKPA 4	NDP 11	PSO 5	CWDM 3	Output

KEY PERFORMANCE AREA (KPA) 2: Financial Sustainability
Strategic Objective:
To ensure financial sustainability in order to meet the statutory requirements.

IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type	Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
					Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI024	KFA 16. Financial Reporting	<u>Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MFMA, Reg. S10(g)(i))</u> (NKPI) Financial viability measured in terms of the Municipality's ability to meet its service debt obligations	Activity	Financial Services	Report on the Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) <u>measured annually</u>	8.69	>6.7 ±	>6.7 ±	>6.7 ±	>6.7 ±	>6.7 ±	All	>6.7		NKPA 4	NDP 11	PSO 5	CWDM 3	Outcome Output
KPI025	KFA 16. Financial Reporting	<u>Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MFMA, Reg. S10(g)(ii))</u> (NKPI) Financial viability measured in terms of the outstanding service debtors	Activity	Financial Services	Report on the Service debtors to revenue ratio – (Total outstanding service debtors / revenue received for services) <u>measured annually</u>	0.18	<0.25 ±	<0.25 ±	<0.25 ±	<0.25 ±	<0.25 ±	All	<0.25		NKPA 4	NDP 11	PSO 5	CWDM 3	Outcome Output

KEY PERFORMANCE AREA (KPA) 3: INSTITUTIONAL TRANSFORMATION

KFA 17:
Organisational
Structure

KFA 18:
Human Capital and
Skills Development

KFA 19:
Project and
Programme
Management

KFA 20:
Performance
Management and
Monitoring and
Evaluation

KFA 21:
Systems
Technology

KFA 22:
Processes and
Procedures

KFA 23:
Equipment and Fleet
Management

No.	Policies linked to KPA 3
1.	Recruitment and Selection Policy
2.	Performance Management Policy
3.	Information and Communication Technology Policy
4.	PAIA Section 14 Manual (Promotion of Access to Information)
5.	Fleet Management Policy and User Guide
6.	Language Policy
7.	Education, Training and Development Policy

No.	Key By-laws linked to KPA 3
1.	N/A

KEY PERFORMANCE AREA (KPA) 3: Institutional Transformation

Strategic Objective:			To transform the municipality into an effective and efficient organization.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI026	KFA 17. Organisation al Structure	(NKPI 5) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan (NKPI Proxy - MFMA, Reg. S10(e))	Programme	Corporate Services	Number of reports on the number of people from employment equity groups employed in the three highest levels of management submitted to the City Manager by 30 November and 30 June Report on the people from employment equity groups employed in the three highest levels of management submitted to the Office of the City Manager by 30 June	1	2 4	2 4	2 4	2 4	2 4	All	2			NKPA 5	NDP 1	PSO 1	CWDM 1	Output
KPI027	KFA 17. Human Capital and Skills Development	Spent the training budget to develop the skills of staff (Actual amount spent on training /total budget allocated for training)	Activity	Corporate Services	Percentage % of training budget spent by 30 June	-	85%	85%	85%	85%	85%	All				NKPA 5	NDP 7	PSO 2	CWDM 1	Outcome
KPI028	KFA 18. Human Capital and Skills Development	Draft and Submit for approval to Council a Succession Planning Policy	Key Initiative	Corporate Services	Number of Succession Planning Policies submitted to Council for approval by 31 July 30 June	New KPI	N/A 4	1 N/A	N/A	N/A	N/A	All	N/A			NKPA	NDP 7	PSO 2	CWDM 1	Output

KEY PERFORMANCE AREA (KPA) 3: Institutional Transformation

Strategic Objective:			To transform the municipality into an effective and efficient organization.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI116 S10(f)	KFA 18. Human Capital and Skills Development	(NKPI) The percentage of the municipality's budget actually spent on implementing its workplace skills plan (NKPI Proxy - MFMA, Reg. S10(f))	Programme	Corporate Services	Report on the % on Percentage of the Municipality's approved budget actually spent on implementing its workplace skills plan submitted to the Office of the City Manager by 30 June	New KPI	0.07% ±	0.07% ±	98% 0.07% ±	0.07% ±	0.07% ±	All	0.07%			NKPA 5	NDP 7	PSO 5	CWDM 3	Output
KPI029	KFA 19. Project and Programme Management	<u>Submit a Project Management Policy to MayCo for approval</u> Develop and update a Project Management database	Activity	<u>Engineering Services</u> Infrastructure Services	<u>Number of Project Management policies submitted to MayCo by 30 September</u> Project Management Database developed and updated by 30 June	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 5	NDP 11	PSO 5	CWDM 3	Output
KPI099	KFA 19. Project and Programme Management	Develop and implement a Project Management Policy	Activity	<u>Engineering Services</u> Infrastructure Services	A Project Management Policy developed and implemented by 30 June	New KPI	N/A	1	N/A	N/A	N/A	All				NKPA 5	NDP 11	PSO 5	CWDM 3	Output
KPI030	KFA 20. Performance Management and Monitoring and Evaluation	Submit the Mid-year <u>MFMA</u> S72 report to the Mayor	Activity	IDP and Performance Management CFO/ Office of the City Manager	Number of Mid-year <u>MFMA</u> S72 Reports submitted to the Mayor by 25 January	1	1	1	1	1	1	All	1			NKPA 2	NDP 11	PSO 5	CWDM 3	Output

KEY PERFORMANCE AREA (KPA) 3: Institutional Transformation																				
Strategic Objective:			To transform the municipality into an effective and efficient organization.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI031	KFA 19: Performance Management and Monitoring and Evaluation	Performance management assessments held	Activity	Corporate Services	Number of performance management assessments conducted by 30 June	-	2	2	2	2	2	All				NKPA 2	NDP 11	PSO 5	CWDM 3	Output
KPI032	KFA 21. Systems and Technology	Review and update the ICT Strategic Master Plan for inclusion in the IDP	Programme	Corporate Services	Number of ICT Strategic Plans reviewed by 31 March Review and update ICT Master Plan for inclusion in the IDP by 30 June	New KPI	1	1	1	1	1	All	1			NKPA 5	NDP 11	PSO 5	CWDM 3	Output
KPI033	KFA 22. Processes and Procedures	Review and update the ICT Register for Standard Operating Procedures	Programme	Corporate Services	Percentage of Identified ICT Standard Operating Procedures reviewed by 30 June Register of Standard Operating Procedures reviewed and updated by 30 June	New KPI	100% 1	100% 1	100% 1	100% 1	100% 1	All	100%			NKPA 5	NDP 11	PSO 5	CWDM 3	Output
KPI034	KFA 23. Equipment and Fleet Management	Expenditure of the Fleet Capital Budget measured quarterly in terms of the approved Capital Budget for Fleet Spend 96% of the Capital Budget for the fleet by 30 June	Capital Project	Engineering Services Infrastructure Services	Percentage % of the Fleet Capital Budget spent by 30 June	99.37%	90% 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 4	NDP 1	PSO 1	CWDM 3	Output

KEY PERFORMANCE AREA (KPA) 4: PHYSICAL INFRASTRUCTURE AND SERVICES

KFA 24:
Energy Supply Efficiency and Infrastructure

KFA 25:
Transport, Roads and Stormwater Infrastructure

KFA 26:
Water, Sanitation Services and Infrastructure

KFA 27:
Solid Waste Management and Infrastructure

KFA 28:
Municipal and Public Facilities

No.	Policies linked to KPA 4
1.	Customer Care, Credit Control and Debt Collection and Indigent Support Policy
2.	Lighting on private rural land
3.	Water Losses Policy
4.	Electricity Losses Policy
5.	Electrical Infrastructure Maintenance Policy
6.	Prioritization model for capital assets investment

No.	Key By-laws linked to KPA 4
1.	By-law No 2/2002: Establishment of Improvement Districts
2.	By-law No 10/2007: The Management of Premises provided by the Municipality for Dwelling Purposes
3.	By-law No 15/2007: Streets
4.	By-law No 18/2007: Water supply, sanitation services and industrial effluent
5.	By-law No 17/2007: Refuse Removal
6.	By-law No 2014: Water Services

KEY PERFORMANCE AREA (KPA) 4: Physical Infrastructure and Services																				
Strategic Objective:				To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.																
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI035	KFA 23: Services Charter and Standards	Review of Standard Operating Procedures (SOPs) and service standards	Programme	Corporate Services	Number of reviewed Standard Operating Procedures (SOPs) and service standards submitted to the Executive Manager (EM) by 30 June	-	20	20	20	20	20	All				NKPA 5	NDP 11	PSO 5	CWDM 3	Output
KPI100	KFA 08: Customer relations Management	Submit a Service Charter to MayCo	Activity	IDP and Performance Management	Number of Service charters submitted to MayCo by 31 October	New KPI	1	N/A	N/A	N/A	1	All	N/A			NKPA 5	NDP 11	PSO 5	CWDM 3	Output
KPI104	KFA 08: Customer Relations Management	Conduct a Customer Satisfaction Survey (CSS)	Activity	Corporate Services	Number of Customer Satisfaction Surveys conducted by 30 June	New KPI	1	1	1	1	1	All	1							Outcome
KPI037	KFA 24: Energy Supply Efficiency and Infrastructure	Limit the electricity losses to less than 10% annually (Average energy purchased to date - Average energy sold to date) / (Average energy purchased to date) X 100 = Average energy losses for reporting period (Preceding 11 months + Reporting month's units billed) / (Preceding 11 months + reporting month's units purchased)	Programme	Engineering Services Infrastructure Services	Percentage % average electricity losses by 30 June	3.99%	<10%	<10%	<10%	<10%	<10%	All	<10%			NKPA 4	NDP 2	PSO 4	CWDM 1	Output Outcome

KEY PERFORMANCE AREA (KPA) 4: Physical Infrastructure and Services

Strategic Objective:			To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative,	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicato
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI038	KFA 24. Energy Supply Efficiency and Infrastructure	Expenditure on Implement all the Electricity Capital projects measured quarterly in terms of the approved Electricity Capital Budget spent	Capital Project		Engineering Services Infrastructure Services Percentage % of approved Electricity Capital Budget spent by 30 June	99.52%	90% 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 3	NDP 2	PSO 3	CWDM 1	Output Outcome
KPI039	KFA 25. Transport, Roads and Stormwater Infrastructure	Expenditure on Implement all the Roads, and Storm Water infrastructure capita projects measured quarterly in terms of the approved Capital Budget spent	Capital Project		Engineering Services Infrastructure Services Percentage % of approved Roads and Storm Water Capital Budget spent by 30 June	99.96%	90% 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 3	NDP 2	PSO 3	CWDM 1	Output Outcome
KPI040	KFA 25. Transport, Roads and Stormwater Infrastructure	Expenditure on Spend 96% of approved Capital Budget for on the Resealing of Streets (Actual expenditure and commitments divided by the approved Capital Budget)	Capital Project		Engineering Services Infrastructure Services Percentage % of approved Resealing of Streets Capital Budget spent by 30 June	100%	N/A 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 3	NDP 2	PSO 3	CWDM 1	Output Outcome
KPI041	KFA 25. Transport, Roads and Stormwater Infrastructure	Submit to Council a Draft an Integrated Public Transport Network Plan and submit to Council	Key Initiative		Engineering Services Infrastructure Services Number of Draft Integrated Public Transport Network Plans submitted to Council by 30 June	New KPI	N/A 1	1 N/A	1 N/A	N/A	N/A	All	N/A			NKPA 3	NDP 2	PSO 3	CWDM 1	Output
KPI042	KFA 26. Water and Sanitation Services and Infrastructure	Expenditure on Implement all Water Services Infrastructure Capital projects measured quarterly in terms of the approved Capital Budget spent	Capital Project		Engineering Services Infrastructure Services Percentage % of approved Water Services Capital Budget spent by 30 June	99.97%	90% 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 3	NDP 2	PSO 3	CWDM 1	Output Outcome

KEY PERFORMANCE AREA (KPA) 4: Physical Infrastructure and Services

Strategic Objective:			To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative,	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicato
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI043	KFA 26. Water and Sanitation Services and Infrastructure	<u>Expenditure on implement all Waste Water Services infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent</u>	Capital Project	<u>Engineering Services Infrastructure Services</u>	<u>Percentage % of approved Waste Water Services Capital Budget spent by 30 June</u>	99.99%	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	All	90%			NKPA 3	NDP 2	PSO 3	CWDM 1	<u>Output Outcome</u>
KPI044	KFA 27. Water and Sanitation Services and Infrastructure	<u>Install smart/ prepaid water meters</u>	Programme	<u>Engineering Services Infrastructure Services</u>	<u>Number of prepaid water meters installed by 30 June</u>	New KPI	<u>N/A 200</u>	<u>50 200</u>	<u>50 200</u>	<u>50 200</u>	<u>50 200</u>	All	50			NKPA 3	NDP 2	PSO 3	CWDM 1	<u>Output Outcome</u>
KPI045	KFA 26. Water and Sanitation Services and Infrastructure	<u>Submit to MayCo a Conduct a Water and Sanitation Study in rural wards and submit to MayCo</u>	Key Initiative	<u>Engineering Services Infrastructure Services</u>	<u>Number of Water and Sanitation Studies conducted and submitted to MayCo by 31 December</u>	New KPI	<u>N/A 1</u>	<u>1 N/A</u>	N/A	N/A	N/A	1, 3, 17, 18, 25, 28, 29, 30, 31,	N/A			NKPA 3	NDP 2	PSO 3	CWDM 1	<u>Output Outcome</u>
KPI118	KFA 26. Water and Sanitation Services and Infrastructure	<u>Limit water network losses to less than 18% measured annually (Difference between water units supplied and water units billed as percentage of water supplied)</u>	Programme	<u>Engineering Services</u>	<u>Average percentage water losses by 30 June</u>	9.27%	<u><18%</u>	<u><15% <18%</u>	<u><15% <18%</u>	<u><18%</u>	<u><18%</u>	All	<u><18%</u>			NKPA 3	NDP 2	PSO 3	CWDM 1	<u>Outcome Outcome</u>
KPI119	KFA 26. Water and Sanitation Services and Infrastructure	<u>Water quality managed and measured quarterly i.t.o the SANS 241 physical and micro parameters</u>	Programme	<u>Engineering Services</u>	<u>Percentage water quality level as per analysis certificate measured quarterly</u>	99%	95%	95%	95%	95%	95%	All	95%			NKPA 3	NDP 2	PSO 3	CWDM 1	<u>Outcome Outcome</u>
KPI120	KFA 26. Water and Sanitation Services and Infrastructure	<u>Waste water quality managed and measured quarterly i.t.o the SANS Accreditation physical and micro parameters</u>	Programme	<u>Engineering Services</u>	<u>Percentage waste water quality compliance as per analysis certificate measured quarterly</u>	80.62%	80%	80%	80%	80%	80%	All	80%			NKPA 3	NDP 2	PSO 3	CWDM 1	<u>Outcome Outcome</u>

KEY PERFORMANCE AREA (KPA) 4: Physical Infrastructure and Services																				
Strategic Objective:			To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022					Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicato	
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21		Target 2021/22								2022/23
S10(a)	KFA 27. Water and Sanitation Services and Infrastructure	Report on the provision of basic service delivery to Drakenstein Residents	Activity	Infrastructure Services	Report to the SMT on the % of households with access to basic level of water, sanitation, electricity and solid waste removal		1	1	1	1	1	All				NKPA 3	NDP 2	PSO 3	CWDM 1	Output
KPI046	KFA 27. Solid Waste Management and Infrastructure	Expenditure on implement all Solid Waste infrastructure Capital Budget projects measured quarterly in terms of the approved Capital Budget spent	Project (Capital)	Engineering Services Infrastructure Services	Percentage % of approved Solid Waste Capital Budget spent by 30 June	98.29%	90% 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 3	NDP 2	PSO 3	CWDM 1	Output Outcome
KPI047	KFA 27. Solid Waste Management and Infrastructure	Submit a report annually to the Executive Mayoral Committee on the available solid waste air space at existing landfill facility	Programme Activity	Engineering Services Infrastructure Services	Number of reports submitted to the Executive Mayoral Committee by 30 June	New KPI	N/A 2	2	1 2	2	2	All	2			NKPA 3	NDP 2	PSO 3	CWDM 1	Output
KPI048	KFA 27. Solid Waste Management and Infrastructure	Save Wellington landfill airspace	Activity	Infrastructure Services	Percentage % airspace saved by 30 June	New KPI	N/A 18%	N/A 12%	7%	7%	4%	All	4%	-	-	NKPA 3	NDP 2	PSO 3	CWDM 1	Outcome
KPI049	KFA 28. Solid Waste Management and Infrastructure	Implementation of sustainable waste minimisation and diversion projects	Programme	Engineering Services Community Services	Number of waste minimisation projects implemented by 30 June	New KPI	1	1	1	1	1	All	1	1	-	NKPA 3	NDP 2	PSO 3	CWDM 1	Outcome Output

KEY PERFORMANCE AREA (KPA) 4: Physical Infrastructure and Services

Strategic Objective:			To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI050	KFA 27. Solid Waste Management and Infrastructure	Implement the solid waste ward contracting service	Programme	Engineering Services Community Services	Number of wards serviced by 30 June	New KPI	N/A 5	N/A 5	5	5	5	21,22,24,13,14,32,6,8,16,20,25,26,33,26,27,33	5	4	-	NKPA-3	NDP-2	PSO-3	CWDM-1	Output
KPI051	KFA 28. Municipal and Public Facilities	Annual Assessment of Community Facility/ Building Maintenance needs	Programme Activity	Community Services	Number of Municipal Halls and Thusong Centers Maintenance Plans submitted to MayCo by 28 February Documented maintenance plan for facilities submitted to MayCo by end February	1	1	1	1	1	1	All	1			NKPA-5	NDP-11	PSO-5	CWDM-3	Output
KPI052	KFA 51. Sport Recreation and Facilities	Implement the Sport and Recreation Capital projects measured quarterly in terms of the approved Capital Budget spent	Project (Capital)	Community Services	Percentage % of approved Sport and Recreation Capital Budget spent by 30 June	98.99%	90% 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA 3	NDP 6	PSO 3	CWDM 2	Output Outcome

KEY PERFORMANCE AREA (KPA) 5: PLANNING AND DEVELOPMENT



No.	Policies linked to KPA 5
1.	Informal Trading Management Framework
2.	Integrated House Shop Policy
3.	Events Support Framework
4.	Integrated Economic Growth Strategy
5.	Informal Economy Enhancement Strategy
6.	Investment Incentive Policy
7.	Tourism Development Plan
8.	Limited pay-out Gambling Machine Policy

No.	By-laws linked to KPA 5
1.	By-law No 14/2007: Informal Trade
2.	By-Law: Municipal Land Use Planning
3.	Problem Building By-law

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development																					
Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																		
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDm	Delivery Indicator	
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23								
KPI053	KFA 29. Economic Developm ent and Poverty Alleviation	(NKPI 4)-The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MFMA, Reg. S10(d))	Programme		Engineering Services Planning and Economic Development	Number of job opportunities created by 30 June	1,600	1,000	1,250	1,000 1,500	1,750	2,000	All	2,000	✓		NKPA 1	NDP 1	PSO 1	CWDm 1	Outcome Output
KPI054	KFA 29. Economic Developm ent and Poverty Alleviation	Develop and Submit to the Portfolio Committee (Planning Services)/ MayCo a Draft Informal Economy Enhancement Strategy	Key Initiative		Planning and Development Planning and Economic Development	Number of Draft Informal Economy Enhancement Strategies developed and submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December 30 June	New KPI	N/A 1	1 N/A	N/A	N/A	N/A	All	N/A	✓		NKPA 1	NDP 1	PSO 1	CWDm 1	Output
KPI115 KPI055	KFA 29. Economic Developm ent and Poverty Alleviation	Updated Indigent Register (NKPI Proxy - MFMA, Reg. S10(b & a)) Update Indigent Register	Activity		Financial Services	Percentage % of all qualifying indigent applications processed by 30 June	100%	100% 99%	100% 99%	100% 99%	100% 99%	100% 99%	All	100%			NKPA 3	NDP 11	PSO 5	CWDm 1	Output Outcome
KPI056	KFA 31. Economic Developm ent and Poverty Alleviation	Develop and submit to Council the Final Informal Economy Enhancement Strategy	Key Initiative		Planning and Development Planning and Economic Development	Final Informal Economy Enhancement Strategy submitted to Council by 31 December	New KPI	N/A	1	N/A	N/A	N/A			✓	-	NKPA 1	NDP 1	PSO 1	CWDm 1	Output
KPI057	KFA 29. Economic Developm ent and	Implementation of the Informal Economy Enhancement Strategy	Programme		Planning and Development Planning and Economic Development	Number of Informal Economy Enhancement Strategy initiatives implemented by 30 June	New KPI	N/A	1	1-2	1-2	1-2	All	1	✓	-	NKPA 1	NDP 1	PSO 1	CWDm 1	Output

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development

Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
	Poverty Alleviation																			
S10(b) Replaced with KPI115	KFA 31- Economic Development and Poverty Alleviation	Provision of Free Basic Services	Activity	Financial Services	Report by 30 June on the % of households earning less than 2 x social grant plus 25% per month with access to free basic services		1	1	1	1	1				NKPA 1	NDP 13	PSO 3	CWDM 3	Output	
KPI107	KFA 29 Economic Development and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))	Programme	Engineering Services	Percentage of formal households with access to basic level of electricity by 30 June	New KPI	100%	100%	100%	100%	100%	All	100%		NKPA4	NDP5	PSO4	CWDM 3	Outcome	
KPI108	KFA 29. Economic Development and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))	Programme	Engineering Services	Percentage of formal households with access to basic level of sanitation by 30 June	100%	100%	100%	100%	100%	100%	All	100%		NKPA4	NDP5	PSO4	CWDM 3	Outcome	
KPI109	KFA 29 Economic Development and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator - S10(a))	Programme	Engineering Services	Percentage of formal households with access to basic level of water by 30 June	100%	100%	100%	100%	100%	100%	All	100%		NKPA4	NDP5	PSO4	CWDM 3	Outcome	

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development																				
Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI110	KFA 29 Economic Development and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator - S10 (a))	Programme	Engineering Services	Percentage of formal households with access to basic level solid waste removal by 30 June	100%	100%	100%	100%	100%	100%	All	100%			NKPA4	NDP5	PSO4	CWDM 3	Outcome
KPI111	KFA 31. Economic Development and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))	Programme	Engineering Services	Percentage of registered informal settlements with access to basic level of electricity by 30 June Number of new electricity connections installed in the registered informal settlements	New KPI	50%	50% 520	250 50%	60%	60%	All	70%			NKPA4	NDP5	PSO4	CWDM 3	Outcome
KPI112	KFA 29. Economic Development and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))	Programme	Engineering Services	Percentage of registered informal settlements with access to basic level of sanitation by 30 June Number of new sanitation service points (toilets) provided to registered informal settlements Number of new/upgraded sanitation service points (toilets) provided to registered informal settlements	New KPI	100%	75 45	100%	100%	100%	All	100%			NKPA4	NDP5	PSO4	CWDM 3	Outcome

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development

Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI113	KFA 29. Economic Developm ent and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))	Programme	Engineering Services	Percentage of registered informal settlements with access to basic level of water by 30 June Number of new water service points (taps) provided to registered informal settlements Number of new/upgraded water service points (taps) provided to registered informal settlements	New KPI	100%	100% 14	100% 10	100%	100%	All	100%			NKPA4	NDP5	PSO4	CWDM 3	Outcome
KPI114	KFA 29. Economic Developm ent and Poverty Alleviation	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))	Programme	Engineering Services	Percentage of registered informal settlements with access to basic level solid waste removal by 30 June Number of registered informal settlements receiving refuse collection services Number of registered informal settlements receiving a refuse collection service	New KPI	100%	100% 43	100% 41	100%	100%	All	100%			NKPA4	NDP5	PSO4	CWDM 3	Outcome

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development																				
Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI058	KFA 30. Growth and Investment Promotion (includes incentives)	Submit a draft Integrated Economic Growth Framework Strategy developed and submitted to the Portfolio Committee (Planning Services)/ MayCo	Key Initiative	Planning and Development Planning and Economic Development	Number of draft Integrated Economic Growth Frameworks Strategy submitted to the Portfolio Committee (Planning Services)/ MayCo by 30 June	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 1	NDP 1	PSO 1	CWDM 1	Output
KPI059	KFA 30. Growth and Investment Promotion (includes incentives)	Finalise and Submit to Council the Investment Incentive Policy	Key Initiative	Planning and Development Planning and Economic Development	Number of Finalised Investment Incentive Policies submitted to Council by 30 June	New KPI	N/A 1	1 N/A	N/A	N/A	N/A	All	N/A			NKPA 1	NDP 1	PSO 1	CWDM 1	Output
KPI125	KFA 30. Growth and Investment Promotion (includes incentives)	Submit a Final Integrated Economic Growth Strategy to the Portfolio Committee (Planning Services)/ MayCo	Key Initiative	Planning and Development	Number of Draft Final Integrated Economic Growth Strategies submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 March by 30 June	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 1	NDP 1	PSO 1	CWDM 1	Output
KPI060	KFA 31. Municipal Planning	Develop and implement an Electronic Land Use Management Process	Project	Planning and Development Planning and Economic Development	Electronic Land Use Management Process developed and implemented by 30 June	New KPI	N/A	N/A 1	1 N/A	N/A	N/A	All	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development

Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI103	KFA 31. Municipal Planning	Drafting of a Local SDF for Klappmuts	Programme	<u>Planning and Development</u>	Number of progress reports for Klappmuts Local SDF submitted to <u>the Portfolio Committee (Planning Services)/ MayCo by 30 June</u>	New KPI	1	N/A	N/A	N/A	N/A	Wards	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output
<u>KPI126</u>	<u>KFA 31. Municipal Planning</u>	<u>Submit to the Portfolio Committee (Planning Services)/ MayCo a Final Local Spatial Development Framework (SDF) for Klappmuts</u>	<u>Programme</u>	<u>Planning and Development</u>	<u>Number of Final Local SDFs for Klappmuts submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December 30 June</u>	<u>New KPI</u>	<u>N/A</u>	<u>1</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	Wards	<u>N/A</u>			NKPA 3	NDP 11	PSO 5	CWDM 2	<u>Output</u>
KPI062	KFA 32. Built environme nt Managem ent (includes Heritage Resource Managem ent)	<u>Compile a Submit to MayCo a State of Readiness Report on the Devolution of Heritage Competency from Western Cape to the Municipality</u>	Key Initiative	<u>Planning and Development</u> Planning and Economic Development	Number of State of Readiness Reports on the Devolution of Heritage Competency from Western Cape to the Municipality submitted to MayCo by 31 December Submit State of Readiness Report to MayCo by 31 December	New KPI	<u>N/A</u> 1	N/A	<u>1</u> N/A	N/A	N/A	All	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output
KPI063	KFA 32. Built environme nt Managem ent (includes Heritage Resource	<u>Compile and Submit to the Portfolio Committee (Planning Services)/ MayCo a report on the improvement of the Building Plan Application Process</u>	Programme	<u>Planning and Development</u> Planning and Economic Development	<u>Number of Building Plan Application Improvement Process reports submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December Report submitted to MayCo by 31 December</u>	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development																				
Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
	Managem ent)																			
KPI127	KFA 32. Built environme nt Managem ent (includes Heritage Resource Managem ent)	Submit to the Portfolio Committee (Planning Services) / MayCo a Ou Tuin Heritage Report	Programme	Planning and Development	Number of Ou Tuin Heritage Reports submitted to the Portfolio Committee (Planning Services) / MayCo by 31 December	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output
KPI064	KFA 33. Urban Renewal	Develop a Local Spatial Development Framework (LSDF) for the Klein Drakenstein Road and Lady Grey Street	Activity	Planning and Development Planning and Economic Development	Number of Progress Reports for the Local Spatial Development Framework for the Klein Drakenstein Road and Lady Grey Street submitted to the Portfolio Committee (Planning Services) / MayCo by 31 March Final Local Spatial Development Framework for the Klein Drakenstein Road and Lady Grey Street submitted to MayCo by 30 September	New KPI	1	N/A	N/A	N/A	N/A	4, 19, 20, 22, 23, 26, 27 & 33	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development																				
Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI132	KFA 33. Urban Renewal	Develop a Local Spatial Development Framework (LSDF) for the Klein Drakenstein Road and Lady Grey Street	Programme		Planning and Development	Number of Final Local Spatial Development Frameworks (LSDF) for the Klein Drakenstein Road and Lady Grey Street submitted to the Portfolio Committee (Planning Services) / MayCo by 31 March	1	N/A	1	N/A	N/A	N/A	All	N/A		NKPA 3	NDP 11	PSO 5	CWDM 2	Output
KPI065	KFA 35. Urban Renewal	Compile and Submit a Special Rating Areas Policy to Council	Activity		Planning and Development Planning and Economic Development	Number of Special Rating Areas Policies submitted to Council by 31 March	New KPI	N/A 1	1 N/A	N/A	N/A	N/A	All			NKPA 1	NDP 2	PSO 1	CWDM 2	Output
KPI066	KFA 34. Skills Developm ent and Education	Conduct a Drakenstein wide Skills Development Survey	Activity		Planning and Development Planning and Economic Development	Number of Skills Development Surveys conducted by 30 June	New KPI	N/A	1	N/A	N/A	N/A	All	N/A		NKPA 1	NDP 1	PSO 1	CWDM 2	Output
KPI067	KFA 34. Skills Developm ent and Education	Develop a Small Business Entrepreneurs Capacity Building Programme	Programme		Planning and Development Planning and Economic Development	Number of Small Business Entrepreneurs Capacity Building Programmes developed by 31 March	New KPI	1	N/A	N/A	N/A	N/A	All	N/A	v	NKPA 1	NDP 1	PSO 1	CWDM 2	Output
KPI068	KFA 34. Skills Developm ent and Education	Implementation of the Small Business Entrepreneurs Capacity Building Programme	Programme		Planning and Development Planning and Economic Development	Number of Business Entrepreneurs Capacity Building initiatives implemented by 30 June	New KPI	N/A	1 2	1 2	1 2	1 2	All	1	v	NKPA 1	NDP 1	PSO 1	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development

Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI069	KFA 35. Rural Developm ent	Implementation of economic growth initiatives emanating from the Rural Development Strategy	Programme	<u>Planning and Development</u> Planning and Economic Development	Number of Rural Development economic growth initiatives implemented by 30 June	New KPI	N/A	1	1	1	1	1, 3, 17, 18, 25, 28, 29, 30, 31	1			NKPA 1	NDP 4	PSO 1	CWDM 2	Output
KPI070	KFA 35. Rural Developm ent	<u>Submit</u> Final Zoning Scheme (Land Use Management System) developed and submitted to the Portfolio Committee (Planning Services)/ MayCo	Activity	<u>Planning and Development</u> Planning and Economic Development	<u>Number of</u> Final Zoning Schemes submitted to the Portfolio Committee (Planning Services)/ MayCo by <u>30 June</u> 31 March	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI071	KFA 38. Spatial and Urban Planning	<u>Compile</u> <u>Submit to</u> MayCo a Draft Klapmuts Local Spatial Development Framework (LSDF)	Activity	<u>Planning and Development</u> Planning and Economic Development	<u>Number of</u> Draft Klapmuts Local Spatial Development Frameworks submitted to MayCo by 30 June	New KPI	N/A	1	N/A	N/A	N/A	1				NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI072	KFA 36. Spatial and Urban Planning	Annual Review of the Drakenstein <u>Spatial Development Framework</u> (SDF)	Programme	<u>Planning and Development</u> Planning and Economic Development	Number of reviewed SDFs submitted to the Portfolio Committee (Planning Services) / MayCo <u>31 May</u> 30 June	New KPI	1	1	1	N/A	1	All	N/A			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI073	KFA 36. Spatial and Urban Planning	Compile a Five-year Drakenstein Municipal SDF	Activity	<u>Planning and Development</u> Planning and Economic Development	Submit to MayCo by 31 March the compiled Five-year Drakenstein Municipal SDF	New KPI	N/A	N/A	N/A	1	N/A	All	N/A			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI074	KFA 37. Tourism	Submit to the Portfolio Committee (Planning Services)/ MayCo a	Activity	<u>Planning and Development</u>	<u>Number of</u> progress reports submitted to the Portfolio	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 1	NDP 1	PSO 1	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 5: Planning and Economic Development

Strategic Objective:			To plan and facilitate sustainable and inclusive economic growth and development.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
		progress report on the <u>funding and</u> implementation of the Integrated Arts and Crafts Route		<u>Planning and Economic Development</u>	<u>Committee (Planning Services)/ MayCo by 30 June 31 March</u>															
KPI075	KFA 39- Tourism	<u>Compile and Submit to MayCo a Proposal on the Development of a Tourism Gateway on De Poort</u>	Key Initiative	<u>Planning and Development</u> <u>Planning and Economic Development</u>	<u>Number of Tourism Gateway Proposals submitted to MayCo by 30 June</u>	New KPI	N/A	1	N/A	N/A	N/A	All				NKPA 1	NDP 1	PSO 1	CWDM 2	Output
KPI128	KFA 37- Tourism	<u>Conclusion of a Service Level Agreement (SLA) with the Drakenstein Local Tourism Association</u>	Key Initiative	<u>Planning and Development</u>	<u>Number of SLAs concluded with the Drakenstein Local Tourism Association by 31 December</u>	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 1	NDP 1	PSO 1	CWDM 2	Output
KPI036	KFA 38- Land, Valuation and Property Management	<u>Land applications processed within 3 calendar months from date of application</u> <u>% of land applications (rent and or selling) submitted to MayCo within 3 months from date of application</u>	Activity	Corporate Services	<u>Percentage of applications for Municipal land processed within 3 calendar months of date of application</u> <u>% of land applications submitted to MayCo within 3 months of date of application</u>	80%	80%	80%	80%	80%	80%	All	80%			NKPA 5	NDP 11	PSO 5	CWDM 3	Output Outcome
KPI076	KFA 38- Land, Valuation and Property Management	Compile the 2020 General Valuation Roll	Programme	<u>Planning and Development</u> <u>Planning and Economic Development</u>	General Valuation Roll completed by 31 December	New KPI	N/A	N/A	N/A	1	N/A	All	N/A			NKPA 4	NDP 2	PSO 5	CWDM 3	Output

KEY PERFORMANCE AREA (KPA) 6: SAFETY AND ENVIRONMENTAL MANAGEMENT

KFA 39:
Safety and
Security

KFA 40:
Disaster &
Emergency
Management

KFA 41:
Traffic, Vehicle
Licensing and
Parking Control

KFA 42:
Municipal Law
Enforcement
(includes the
Municipal Court)

KFA 43:
Environmental
Management and
Climate Change

KFA 44:
Natural
Resources

KFA 45:
Parks and
Open Spaces

KFA 46:
Animal
Control

No.	Policies linked to KPA 6
1.	Traffic Calming Policy
2.	Alcohol Policy and Procedure Agreement
3.	Tree Management Policy
4.	Environmental Policy
5.	Food and Nutrition Security Policy

No.	Key By-laws linked to KPA 6
1.	By-law No 1/2007: The Advisory Board for Nature Reserves
2.	By-law No 7/2007: Paarl Mountain Nature Reserve
3.	By-law No 11/2007: The prevention of atmospheric pollution
4.	Fire Safety By-law
5.	By-law No 9/2007: Parking Metres

KEY PERFORMANCE AREA (KPA) 6: Safety and Environmental Management

Strategic Objective:			To ensure a safe community and a healthy and protected environment.																		
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator	
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23								
KPI077	KFA 41. Safety and Security	Submit quarterly progress reports to the Executive Mayor on the VPUU Programme	Activity		Community Services	Quarterly reports submitted to the Executive Mayor	-	4	4	4	4	4	13, 14, 11, 17, 21, 22, 25	4	✓	-	NKPA 1	NDP 10	PSO 3	CWDM 1	Output
KPI078	KFA 39. Safety and Security	Establishment of a Land Invasion Response Unit	Key Initiate		Community Services	Number of Land Invasion Response Units established by 30 June	New KPI	1	N/A	N/A	N/A	N/A	All	N/A	✓		NKPA 3	NDP 10	PSO 3	CWDM 2	Output
KPI131	KFA 39. Safety and Security	Submission of a CBD (North and South) Law Enforcement Plan to the Portfolio Committee (Community Services)	Key Initiate		Community Services	Number of CBD (North and South) Law Enforcement Plans submitted to the Portfolio Committee (Community Services) by 30 September	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 10	PSO 3	CWDM 2	Output
KPI079	KFA 40. Disaster Management	Establish a Combined Response and Control Centre	Key Initiate		Community Services	Number of Combined Response and Control Centres established by 30 June	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 10	PSO 3	CWDM 2	Output
KPI105	KFA 40. Disaster Management	Submit Disaster Management Plan to MayCo	Programme		Community Services	Number of Disaster Management Plans submitted to MayCo by 31 March	1	1	1	1	1	1	All	1			NKPA 3	NDP 10	PSO 3	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 6: Safety and Environmental Management

Strategic Objective:			To ensure a safe community and a healthy and protected environment.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI080	KFA 40. Emergency Management	<u>Implement a smoke alarm pilot project in informal settlements</u> Smoke alarm project implemented	Project	Community Services	Number of smoke alarm units installed by 30 June per month	New KPI	50	120 60	60	60	60	All	60			NKPA-3	NDP-10	PSO-3	CWDM-2	Output
KPI081	KFA 44. Traffic, Vehicle Licencing and Parking Control	<u>Implement the Traffic Centre Capital Project measured quarterly in terms of the approved Capital Budget spent</u>	Project (Capital)	Community Services	<u>Percentage % of approved Traffic Centre Capital Budget spent by 30 June</u>	New KPI	N/A 96%	90% 96%	90% 96%	90% 96%	90% 96%	All	90%			NKPA-3	NDP-10	PSO-3	CWDM-2	Outcome
KPI121	KFA 41. Traffic, Vehicle Licencing and Parking Control	<u>Implement the Traffic Licensing Centers Capital Project measured quarterly in terms of the approved Capital Budget spent</u>	Project (Capital)	Community Services	<u>Percentage of approved Traffic Licensing Centres (North and South) Capital Budget spent by 30 June</u>	New KPI	N/A	90%	90%	N/A	N/A	All	N/A			NKPA-3	NDP-10	PSO-3	CWDM-2	Outcome
KPI082	KFA 42. Municipal Law Enforcement (includes the Municipal Court)	Establishment of a Municipal Court	Key Initiatives	<u>Corporate Services</u> Community Services	<u>Number of Municipal Courts established by 30 June</u>	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 10	PSO 3	CWDM 2	Output
KPI106	KFA 42. Municipal Law Enforcement (includes the Municipal Court)	<u>Submit an Implementation Plan on the Municipal Court</u>	Key Initiatives	<u>Corporate Services</u>	<u>Number of implementation plans on the Municipal Court submitted to MayCo by 30 September</u>	New KPI	<u>1</u>	N/A	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 10	PSO 3	CWDM 2	Output

KEY PERFORMANCE AREA (KPA) 6: Safety and Environmental Management

Strategic Objective:			To ensure a safe community and a healthy and protected environment.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI083	KFA 43. Environmental Management and Climate Change	<u>Submit to the Portfolio Committee (Planning Services)/ MayCo the final Climate Change Adaptation Plan</u> <u>Finalise and submit to MayCo the final Climate Change Adaptation Plan</u>	Programme	<u>Planning and Development</u> <u>Planning and Economic Development</u>	<u>Number of Final Climate Change Adaptation Plan submitted to the Portfolio Committee (Planning Services)/ MayCo by 30 June</u> <u>Final Climate Change Adaptation Plan submitted to MayCo by 30 June</u>		1	N/A	N/A	N/A	N/A	All	N/A		NKPA 3	NDP 3	PSO 4	CWDM 2	Output	
KPI084	KFA 43. Environmental Management and Climate Change	Finalise and submit to MayCo the State of the Environment Report	Activity	<u>Planning and Development</u> <u>Planning and Economic Development</u>	State of the Environment Report compiled and submitted to MayCo by 31 June	New KPI	N/A	N/A	N/A	1	N/A	All	N/A		NKPA 3	NDP 3	PSO 4	CWDM 2	Output	
KPI085	KFA 43. Environmental Management and Climate Change	<u>Review and Update</u> <u>Submit the Air Quality Management Plan to Council</u>	Activity	<u>Planning and Development</u> <u>Planning and Economic Development</u>	<u>Number of Draft Final Air Quality Management Plans reviewed and submitted to (Planning Services)/ MayCo by 30 June</u> <u>Council by</u>	New KPI	<u>N/A</u> 1	<u>1</u> N/A	N/A	N/A	N/A	All	N/A		NKPA 3	NDP 3	PSO 4	CWDM 2	Output	
KPI129	<u>KFA 43.</u> <u>Environmental</u> <u>Management</u> <u>and Climate</u> <u>Change</u>	<u>Implementation of the</u> <u>Climate Change</u> <u>Adaptation Plan</u>	<u>Key Initiatives</u>	<u>Planning and Development</u>	<u>Number of Climate Change initiatives implemented by 30 June</u>	<u>New KPI</u>	<u>N/A</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>All</u>	<u>1</u>		<u>NKPA 3</u>	<u>NDP 3</u>	<u>PSO 4</u>	<u>CWDM 2</u>	<u>Output</u>	

KEY PERFORMANCE AREA (KPA) 6: Safety and Environmental Management

Strategic Objective:			To ensure a safe community and a healthy and protected environment.																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWD	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI086	KFA 44. Natural Resources	Develop a Draft Implementation Strategy for the Management of Alien Vegetation on Municipal land Develop an Implementation Plan for the management of Alien Vegetation on Municipal land	Activity	Planning and Development Planning and Economic Development	Number of Draft Implementation Strategies for the Management of Alien Vegetation on Municipal land submitted to Executive Director Planning & Development by 30 June Alien Vegetation Plan developed by 30 June	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI087	KFA 44. Natural Resources	Implement the Alien Vegetation Management Plan on Municipal Land	Programme	Planning and Development Planning and Economic Development	Number of initiatives implemented by June 30	New KPI	N/A	N/A 2	2	2	2	All	2			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI130	KFA 44. Natural Resources	Submit to the Portfolio Committee (Planning Services) / MayCo a Final Implementation Strategy for the Management of Alien Vegetation on Municipal land	Key Initiatives	Planning and Development	Number of Final Implementation Strategies for the Management of Alien Vegetation on Municipal land submitted to the Portfolio Committee (Planning Services) / MayCo by 30 June	New KPI	N/A	1	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI088	KFA 45 Parks and Open Spaces	Upgrade play parks in the Municipal Area	Programme	Community Services	Number of play parks upgraded by 30 June	New KPI	50	50	50	50	50	All	50			NKPA 3	NDP 6	PSO 4	CWDM 1	Output

KEY PERFORMANCE AREA (KPA) 7: SOCIAL AND COMMUNITY DEVELOPMENT

**KFA 47:
Health**

**KFA 48:
Early and
Childhood
Development**

**KFA 49:
Gender, Elderly,
Youth and
Disabled**

**KFA 50:
Sustainable
Human
Settlements
(Housing)**

**KFA 51:
Sport, Recreation
and Facilities**

**KFA 52:
Arts and
Culture**

**KFA 53:
Libraries**

**KFA 54:
Cemeteries and
Crematoria**

No.	Key Policies linked to KPA 7
1.	Grants in Aid Policy
2.	Transfer Policy for Human Settlement Projects
3.	Sport and Recreation Policy
4.	Events Support Framework
5.	Early Childhood Development Policy
6.	Housing Selection Policy
7.	Emergency Housing Policy
8.	Food and Nutrition Security Policy
9.	Street People Policy
10.	Grant in Aid Policy: Community

No.	Key By-laws linked to KPA 7
1.	By-law No 2/2007: Cemeteries and Crematoriums
2.	By-law No 5/2007: Camping Areas
3.	By-law No 6/2007: Child Care Facilities
4.	By-law No 8/2007: Public Amenities
5.	By-law No 12/2007: The impoundment of animals
6.	By-law No 16/2007: Public Swimming Pools

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KEY PERFORMANCE AREA (KPA) 7: Social and Community Development																				
Strategic Objective:			To facilitate social and community development																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23							
KPI089	KFA 49. Health	<u>Reporting on the Integrated Drakenstein Health Forum to the Portfolio Committee (Community Services)</u> Establishment of an Integrated Drakenstein Health Forum and report quarterly on the functionality to MayCo	Key Initiative	Community Services	<u>Number of quarterly reports on the Integrated Drakenstein Health Forum submitted to the Portfolio Committee (Community Services)</u> Number of reports submitted to MayCo by 30 June	New KPI	4	4	4	4	4	All	4			NKPA-3	NDP-8	PSO-3	CWDM-1	Output
KPI090	KFA 50. Early and Childhood Development	<u>Information sessions held with Early Childhood Development (ECD) Forums</u> Information sessions held with unregistered ECDs	Programme	Community Services	<u>Number of information sessions held with ECD Forums by 30 June</u> Number of information sessions held with unregistered ECDs by 30 June	New KPI	$\frac{24}{8}$	$\frac{24}{8}$	$\frac{24}{8}$	$\frac{24}{8}$	$\frac{24}{8}$	All	24			NKPA-3	NDP-13	PSO-2	CWDM-1	Output
KPI091	KFA 51. Gender, Elderly, youth and Disabled	Establishment of a Drakenstein Youth Forum	Key Initiative	Community Services	<u>Number of Drakenstein Youth Forums established by 30 June</u> Drakenstein Youth Forum established by 30 June	New KPI	1	N/A	N/A	N/A	N/A	All	N/A			NKPA-3	NDP-13	PSO-2	CWDM-1	Output
KPI122	KFA 51. Gender, Elderly, youth and Disabled	<u>Reporting on the Drakenstein Youth Forum activities to the Portfolio Committee (Community Services)</u>	Programme	Community Services	<u>Number of quarterly reports on the Drakenstein Youth Forum activities submitted to the Portfolio Committee (Community Services)</u>	New KPI	N/A	4	4	4	4	All	4			NKPA-3	NDP-13	PSO-2	CWDM-1	Output
KPI092	KFA 52. Sustainable Human Settlements (housing)	Provide <u>housing opportunities</u> low cost houses in terms of the Integrated Human Settlement Plan <u>and in</u>	Capital Project	<u>Planning and Development</u> Community Services	Number of <u>housing opportunities</u> houses provided by 30 June	99	$\frac{46}{400}$	$\frac{300}{400}$	$\frac{300}{400}$	400	400	All	400			NKPA 3	NDP 6	PSO 3	CWDM 1	Output

KEY PERFORMANCE AREA (KPA) 7: Social and Community Development																					
Strategic Objective:			To facilitate social and community development																		
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type		Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator	
						Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23								
		<u>accordance with the Human Settlements Grant</u>																			
KPI093	KFA 53. Sport and Recreation	Implement the De Kraal Sport Capital Project measured quarterly in terms of the approved Capital Budget spent	Capital Project	Community Services	<u>Percentage % of approved De Kraal Sport Capital Budget spent by 30 June</u>	New KPI	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	All	90%			NKPA 3	NDP 6	PSO 3	CWDM 2	Output Outcome	
KPI094	KFA 53. Sport and Recreation	Implement the Mbekweni Sport Capital Project measured quarterly in terms of the approved Capital Budget spent	Capital Project	Community Services	<u>Percentage % of approved Mbekweni Sport Capital Budget spent by 30 June</u>	New KPI	<u>N/A 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	<u>90% 96%</u>	All Identif y wards	90%			NKPA 3	NDP 6	PSO 3	CWDM 2	Output Outcome	
KPI095	KFA 54. Arts and Culture	<u>Establishment of a Drakenstein Arts and Culture Forum</u>	Key Initiatives	Community Services	<u>Number of Arts and Culture Forums established by 30 June</u>	New KPI	<u>1</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	All	N/A			NKPA 1	NDP 1	PSO 1	CWDM 2	Output	
<u>KPI123</u>	<u>KFA 54. Arts and Culture</u>	<u>Reporting on the Drakenstein Arts and Culture Forum activities to the Portfolio Committee (Community Services)</u>	<u>Programme</u>	<u>Community Services</u>	<u>Number of quarterly reports on the Drakenstein Arts and Culture Forum activities submitted to the Portfolio Committee (Community Services)</u>	<u>New KPI</u>	<u>N/A</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>All</u>	<u>4</u>			NKPA 1	NDP 1	PSO 1	CWDM 2	<u>Output</u>	
KPI096	KFA 55. Animal Control	Respond to livestock complaints	Activity	Community Services	<u>Percentage % response rate to all errant livestock complaints within 24 hours</u>	New KPI	90%	90%	90%	90%	90%	All	90%			NKPA 3	NDP 10	PSO 5	CWDM 2	Outcome	

KEY PERFORMANCE AREA (KPA) 7: Social and Community Development

Strategic Objective:			To facilitate social and community development																	
IDP/ Ref No.	Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Indicator type	Unit of Measurement	IDP TARGETS 2017-2022						Wards	Outer years	VPUU	Risk indicator	Link to NKPA	Link to NDP	Link PSO	Link CWDM	Delivery Indicator	
					Baseline Actual 2016/2017	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22		2022/23								
KPI097	KFA 56. Libraries	Implement the House of Learning (VPUU, Groenheuwel Library) Capital Project measured quarterly in terms of the approved Capital Budget spent	Capital Project	Community Services	Percentage % of approved VPUU Groenheuwel Library Capital Budget spent by 30 June	New KPI	90% 96%	90% 96%	N/A	N/A	N/A	13, 14, 32	N/A	v		NKPA 3	NDP 7	PSO 2	CWD M 2	Output Outcome
KPI061	KFA 57. Cemeteries and Crematoria	Compile and Submit Final Master Development Potential Plan for Farm 1341, Paarl, to the Portfolio Committee (Planning Services)/ MayCo by 31 March	Activity	Planning and Development Planning and Economic Development	Number of Final Master Development Potential Plans for Farm 1341 submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 March	New KPI	1	N/A	N/A	N/A	N/A	N/A 29	N/A			NKPA 3	NDP 11	PSO 5	CWDM 2	Output
KPI098	KFA 57. Cemeteries and Crematoria	Extend the capacity of the Parys Cemetery through the construction of crypts	Capital Project	Community Services	Number of crypts constructed by 30 June	New KPI	N/A 1,800	N/A	N/A	N/A	N/A	All	N/A			NKPA 3	NDP 3	PSO 4	CWDM 2	Output
KPI124	KFA 57. Cemeteries and Crematoria	Information sessions held on alternative burial methods	Key Initiative	Community Services	Number of information sessions held on alternative burial methods by 30 June	New KPI	N/A	8	8	8	8	All	8			NKPA 3	NDP 3	PSO 4	CWDM 2	Output

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